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Business Model and Concept Development supplemented by Market Research and Analysis on the Outdoor Recreation Sector

The Examily Park.

A Holistic Outdoor Recreation Park

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I hereby declare that the work submitted is mine and that where I have made use of another's work, I have attributed the source(s) according to the Regulations set in the Student's Handbook.

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ABSTRACT

This dissertation was written as part of the Executive MBA at the International Hellenic University.

Being in the natural environment creates pleasant feelings, arousal of the senses and promotes our mental balance. Modern cities are characterized by the domination of concrete and cars, while green spaces are lacking. Citizens of Thessaloniki particularly love outdoor recreation and to escape for a while from their busy lifestyles would like to engage in flexible adventure-based activity with little preparation necessary for themselves and their family.

This report utilizes information drawn from a wide market research to highlight important issues and an opportunity for the outdoor sector. The creation of a business model for an outdoor recreation park close to the city of Thessaloniki and the outline of the initial steps of the business concept development are the core purposes of this report.

Keywords: Outdoor, Recreation, Thessaloniki, Greece

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Anastasios Petridis
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CONTENTS

LIST OF TABLES

LIST OF GRAPHS

LIST OF FIGURES

EXECUTIVE SUMMARY

Launching a new company has always been considered a challenge. To respond to this challenge, an entrepreneurial team needs to start business from the right angle. The purpose of this report is to outline the initial steps of business concept development and present a case for a new entrepreneurial product with high-growth potential, specifically, in this case *THE EXAMILY PARK* a 40,000m^2 destination offering education through entertainment and recreation. As the logo name reveals, the park will be designed for the *"Family".*

EXAMILY PARK will be a not-for-profit organization. While there are plenty of good reasons for selecting this type of organization, such as zero taxes and higher funding from the government and the EU, the main reason behind this decision is much simpler: We are in this for the excitement of creating something that will really make a difference! All three founding board members are uniquely qualified to bring this project to fruition and will play a critical role in managing it.

The team is seeking initial funding of 1.5 million euros, which will cover construction costs and the first year of operations. It intends to get this funding from local/national government programs, European Union programs as well as a number of sponsors from the private sector. Once normal operations commence, the EP will not only be able to sustain itself but will make sufficient earnings to fund its growth as well as support its contribution to society (events, scholarships, free admission to schools, etc.).

In brief, the core business analysis and planning will look at the following:

1. The market analysis to reveal the level of interest;
2. The background to the product proposition.

Relevant literature, reports and presentations available from professional bodies, conferences, publications and specialist articles have contributed to secondary market research, to estimate the market size and potential, the number of customers in the market, the aggregate money spent, information on trends, in customer preferences, behavioral patterns, etc.

A primary market research that has been conducted in November 2018 to Thessaloniki area residents revealed extremely positive opinions for the new park.

Based on the target customer, the characteristics of the product, the core marketing messages, a communication strategy analysis has been developed. Quality, uniqueness of product proposition and customer experience will be the core value of the marketing strategy.

Market positioning will be drawn up in the context of the location and the significance and impact of such an investment on society and the local economy. The core objective will be that the sum of the visitors' experience will make them the park's best representatives through word of mouth on their return home.

Based on the market share, the product proposition, the specific pricing policy (admission fees, season tickets, family tickets, sales of food products for BBQ, sales of souvenirs and local traditional products, monthly contract fees, etc.), the variety of activities organized, in-house with visiting specialists or through cooperation with partners, five-year revenues have been estimated.

Finally, an estimation of the initial construction cost investment, including engineering design costs and marketing expenditure, human resources is also presented in the last section.

1. THE CONCEPT

1.1 ISSUE DEFINITION

Opportunities emerge out of changing economic, technological and social conditions and are then recognized by specific people who act to develop them (Baron, 2008b). The analysis starts with describing the issue we are trying to address and why it matters, in detail.

1.1.1 BENEFITS TO SOCIETY OF OUTDOOR RECREATION

Outdoor recreation refers to activities for which research has established a link between the physical activity taking place outdoors and explicit health benefits. Outdoor recreation contributes to health care can be studied in the context of "wellness". Outdoor recreation contributes to wellness through prevention, while the most beneficial outdoor recreation activities are those that become part of one's life, organized on a systematic basis (Godbey, 2009; Pryor, Townsend, Maller, & Field, 2006).

According to the World Health Organization (Weltgesundheitsorganisation, 2003) health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity (Figure1). The concept of well-being comprises a balance among physical, emotional, spiritual, intellectual and social health. A wide range of dimensions, from fitness, nutrition, and stress management to meditation, education and relationships is also part of the well-being notion.

Figure 1 Benefits of Outdoor Recreation

Physical Health	Mental Health	Personal Development	Social Development	Community Benefits	Environmental Benefit
• Reduction of obesity, increased muscular strength.	• Reduced depression, improved sense of wellness.	• Awareness of new life priorities;learning;develop problem solving skills.	• Better social networks; greater social support.	• Ecomomic benefit; more participative society.	• Enhanced sense of responsibility for the environment; awareness of environment as part of self not just a playground.

According to Pryor et al. (2006) living in nature areas, viewing nature, and having outdoor recreation areas and facilities appear to provide positive health outcomes. Historically, outdoor recreation areas mainly in and around cities were established for health reasons. Today, the health benefits of exposure to nature can be measured and quantified via scientific research (Payne et al., 2002).

When indoors at home, people are more likely to snack. Medium to high TV viewing is related with frequent consumption of energy-dense snacking. Hence, one more benefit of outdoor recreation, from a health standpoint, is a decreased probability of overeating. Obviously, while outdoors, people are not expected to be inactive and sedentary. Contact with nature positively affects blood pressure, cholesterol, outlook on life, stress reduction and behavioral problems among children (Brand, Hanson, & Godaert, 2000).

Figure 2 Benefits of being in nature

Physical	**Mental**	**Spiritual**	**Social**
• Stress reduction, reduction in heart disease risk factors, increased levels of physical activities.	• Improved self-awareness, esteem;reduction in negative feelings;improved phsychological health; restore concentration and attention.	• Feelings of peace, connection;reflection on personal values.	• Sense of community, place, social ties; enhanced social inclusion & cohesion.

Focusing now on the current situation in Greece, the following findings of recent surveys present a truly worrying picture: According to the World Health Organization's European Childhood Obesity Surveillance Initiative (COSI)[1], from 2015-2017, four out of 10 Greek children are overweight, and two out of 10 boys are obese. According to the results[2] of a countrywide survey by the National School of Public Health, more than half of Greeks admit mental health problems, where stress, insecurity and disappointment are problems most commonly quoted. The findings came as official figures showed that cases of depression rose from 2.6 percent of the population in 2008 to 4.7 percent in 2015. Improved access to nature becomes even more important in this context of worsening mental health.

1.1.2 LACK OF CONNECTION WITH NATURE

The term nature deficit disorder was invented to mark the broad negative outcomes of not being outdoors in natural settings. Lack of contact with nature leads to weakening of sensations, distraction, and high rates of mental, emotional and physical health.

[1] COSI measures trends in overweightness and obesity among primary school-aged children.

[2] Over half of the 2,005 adults polled (53.9 percent) said their mental health had not been good over the past month due to stress, depression or other emotional problems. A quarter (24.8 percent) of respondents, identified poor physical or mental health as causing problems in their daily lives. A total of 15 percent said they felt insecurity, anxiety and fear, with 14 percent citing anger and frustration, 9.7 percent complaining of depression and sadness, 8.2 percent of stress and 44.6 percent citing all these ailments. Four in 10 (42.6 percent) said they only enjoyed their lives "moderately" and one in 10 said they thought their lives had little or no meaning.

Green space has been replaced by “screen space” in children’s and adults’ free time. The substitution of vital outdoor recreational activities by sitting, indoor ‘videophilia’ has long-term negative results for physical and mental health, particularly in children (Rideout, Foehr, & Roberts, 2010).

Per Moore (1997), there are more reasons for the decline of outdoor play: poorly designed outdoor spaces, overprotective and anxious parents who restrict children to activities near home, over-structured life plans, and lack of time to play outdoors due to a stiff curriculum. Real safety issues in today’s society can be added to the list.

From the moment man abandoned the countryside and gathered in cities, he began to alienate himself from nature. Modern cities are characterized by the domination of concrete and cars, while green spaces are absent or, when they exist, they are limited and not always accessible to the citizens (Andrew J. Mowen, 2010).

Public urban and some suburban parks in Greece are referred to as green areas, recreation areas, woods and municipal gardens. For example, the Directorate of Green in Thessaloniki has as its main mission the maintenance and development of the plant capital that exists, in the face of both the weather conditions and the phytopathological issues. The parks in Thessaloniki number approximately 350, according to the Directorate of Green, while the area of parklands is 836,809 m^2 (Glinia, 2011).

1.2 THE PROPOSITION, WHY IT IS A PROMISING IDEA AND WHY IT IS DIFFERENT FROM OTHER RELATED BUSINESS

The business proposition is to create an outdoor recreation park, “EXAMILY PARK”, which will offer a triangle of interlinking services: recreation, entertainment and education.

The large population gathered in and around a large city such as Thessaloniki represents a significant potential market. Moreover, the demands of modern life, particularly in cities, mean that families are spending little quality time together during the week. This is the target segment to which park can offer clear benefits at a family pack price that they will be willing to pay.

Our market research results and assumptions, which will be presented below, have revealed the following:

- People wish to engage with outdoor spaces, but their activity needs are not being met;

✖ There is a scarcity of outdoor spaces to meet current and future demands for pure outdoor recreation and educational entertainment.

Summing up, we present the concept of the *EXAMILY PARK,* "in a nutshell".

Figure 3. The Examily Park in a nutshell

Product category	**Key benefit**	**Target customers**	**Compelling reason to buy**	**Competitor**	**Key differentiated**
• The *EXAMILY PARK* is a 40,000m^2 location offering outdoor recreation and entertainment;	• Better yet, it is a place where you can have an incredibly good time, while being exposed to various facts of nature and recreation;	• The *EXAMILY PARK* will be designed for and open its arms to the "Family";	• Who because of the demands of modern life are spending little quality time together during the week. Clearly, there is a need for the families to create new traditions;	• Unlike Magic Park, Water Land or other indoor playgrounds, local parks;	the *EXAMILY PARK* embodies an authentic alternative unique experience and a new way of entertainment for new generations. It will be located in an amazing breathtaking spot, It will allow parents to create authentic excursion conditions outdoors and feel satisfied by being able to offer true and constructive entertainment to their children.

A similar elevator pitch can be used to attract an investor or explain the idea to Greek or European organizations to get funding.

Philosophy

Entertainment = mental and spiritual uplift in the sense of "sin- estiazo" which means gather around, usually, a table (comes from the ancient words sin=co and estia=the goddess who protected the family in Greek mythology).

In addition to the personal use of the Examily space, ultimately there will practically exist the concept of "cohabitation" with other people, if only for a short period, with or through activities, in combination with the opportunity to have a BBQ. This brief "cohabitation" involves socialization as it cultivates future friendships, especially among children.

Brief description of the park

Examili is a settlement of 217 inhabitants located at an altitude of 260 meters which forms part of the local community of Krithia of the Municipality of Lagada. It lies at the foot of the hill "Agios Georgios" and is just 20 minutes' drive from Thessaloniki.

The activities of the *Examily Park* will be services aiming at:

- ✖ the acquisition of new experiences and challenges as an escape from everyday routine;
- ✖ the feeling of freedom, fun and coexistence in a common space with other people, improving sociability and relationships between them;
- ✖ education and learning through activities which involve to a large extent arts and sport, contributing to the development of the triple mind-body-soul. The idea is to design an extra and unique activity every weekend / week that will motivate the family to come to the Park. For example: Calligraphy, ancient Greek games, first Aid Seminar;
- ✖ the strengthening of the relationship between man and nature, through the beauty of the landscape. *EXAMILY PARK* will be established in a breathtaking spot, a little paradise! and understanding the aesthetic quality of this relationship and its care as a need. Especially, targeting this purpose: *"The Museum in Nature Section", e.g. I learn about plants and birds, I learn to plant, etc. nest construction, microscope, orientation, water characteristics, etc.;*
- ✖ raising awareness, updating and using environmental laws which concern the environmental protection. This can happen through the environmentally friendly use of park services: Waste handling (concentration-recycling), composting and monitoring, application of alternative forms of energy (wind-solar), use of natural resources of the space (water, wood, sand, etc.). The above will contribute to sustainable development, an idea with which the Park will be directly connected;
- ✖ the promotion, prominence and sale of locally produced products, as a dominant element of the site's identity with the possibility of informative-promotional-promotional material for each kiosk. *Related: The development of the project "Taste Meetings" will present local cuisine using basically Greek products. It will constitute a balanced diet model contributing to physical health;*
- ✖ the emergence of the wider area through the promotion of *EXAMILY PARK*, an important tourist, educational, entertainment center for the whole family.

1.3 MISSION AND OBJECTIVES

Vision

The following vision presents how *Examily Park* desires to be viewed:

"Thessaloniki's best nature experience destination".

Mission

The following is the mission for *Examily Park* on how the vision will be implemented:

"To support a healthy community by offering a wide variety of opportunities for recreation and physical activity to help many Greeks lead a more active lifestyle and help children of all ages and adults maintain a healthy weight reducing the risk of obesity- related health consequences".

Recreation entrepreneurship for our team is the creative and strategic process with which one effectively and sustainably transmits a story to the largest possible audience. The whole team needs to subscribe to this concept and the business strategy.

We need to build durable, sustainable partnerships with people and organizations that share our vision. Businesses, NGOs and community initiatives are all potential allies in reaching out to new and larger communities. The more people who feel they are co-owners, the more ambassadors and free publicity the *Examily Park* will have.

Our core principles include:

Figure 4 Core principles

It is about making recreation, educational entertainment part of our daily routine, rather than a luxury.

2. MARKET ANALYSIS

Both secondary and primary market research have been conducted in order to:

a) Estimate the total market for recreation of the wider region of Thessaloniki.

b) Identify the key market drivers of the “Outdoors”.

c) Obtain perceptions about the importance of recreation and depict preferences and attitudes towards the new park.

2.1 SECONDARY MARKET ANALYSIS – TOTAL MARKET

Available demographic data and data relating to household expenses for entertainment and recreation were used in combination. Demographic analysis provides an understanding of the population within the wider area of Thessaloniki. It considers the total population and its key characteristics, such as age segments, income levels, etc. Demographic data used for the analysis was obtained from the Hellenic Statistical Authority (ELSTAT). All data was acquired in December 2018 and reflect actual numbers as reported in the 2011 Census and obtained by ELSTAT.

Population

The city of Thessaloniki (urban area) has observed minimal growth in recent years (1,748 since 2015, 0.07% annual change). Thessaloniki's 2018 population is now estimated at 810,791.

Projected ahead, the city’s population is expected to continue to slowly grow over the next 17 years. Based on predictions through 2035, the target area is expected to have approximately 819,556 residents. These population estimates and projections come from the latest revision of the UN World Urbanization Prospects. Over the next 15 years, the city is expected to undergo an aging trend.

Future projections through 2035 predict that the 55+ population will increase in size, while all other segments slowly decrease. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group. While our main target is the population of the urban area of Thessaloniki, we are also interested in the population of the areas around Thessaloniki (Regional Unit) as well as the population of the other six Regional Units of the Region of Central Macedonia. The total population based on the census of 2011 is 1,882,108 people (Table 1).

Table 1 Population of Central Macedonia Region

Municipality of Thessaloniki	Urban Area of Thessaloniki	Thessaloniki Regional Unit	Six (6) Regional Units of Central Macedonia Region	Total Population of Central Macedonia Region
325,182	**758,369**	**1,110,551**	**771,557**	**1,882,108**

Data source: Own presentation based on data from ELSTAT, 2011 CENSUS

In addition to the analysis at city level, similar characteristics for each of the 6 regional units within Central Macedonia Region[3] besides Thessaloniki regional unit will also be examined, as the park will also expected to attract visitors from these areas (Table 2).

Table 2 Central Macedonia Region / Population by Age Group

	Imathia		Kilkis		Pella		Pieria		Serres		Chalkidiki	
Age Group	Population	%	Population	%	Population	%	Population	%	Population	%	Population	%
0-14	22.786	16,2%	11.549	14,4%	21.506	15,4%	20.393	16,1%	22.729	12,9%	16.820	15,6%
15-34	31.097	22,1%	17.606	21,9%	29.898	21,4%	28.181	22,2%	35.474	20,1%	24.629	22,9%
35-54	38.836	27,6%	21.373	26,6%	40.218	28,8%	36.543	28,8%	46.998	26,6%	30.657	28,5%
55+	47.892	34,1%	29.891	37,2%	48.058	34,4%	41.581	32,8%	71.229	40,4%	35.613	33,1%
	140.611		80.419		139.680		126.698		176.430		107.719	

Data source: Own presentation based on data from ELSTAT, 2011 CENSUS

Age Segment

When evaluating the distribution by age, the population of Thessaloniki's Metropolitan Area is fairly balanced across the four major age segments. In 2011, the highest segments by population are the 18-34 and 35-54 age groups, which each represent approximately 30% of the total. The smallest segment in 2011 is the <14 group, which constitutes over 15% of the population.

Table 3 Regional Unit of Thessaloniki /Population by Age Group

Age group	Population	%
0-14	168,332	15%
15-34	297,619	27%
35-54	328,475	30%
55+	316,125	28%
	1,110,551	

Data source: Own presentation based on data from ELSTAT, 2011 CENSUS

[3] The region's capital city is Thessaloniki. It is divided into seven regional units, Chalkidiki, Imathia, Kilkis, Pella, Pieria, Serres and Thessaloniki. These are further subdivided into 38 municipalities.

Gender Segment

When evaluating the distribution by gender, Thessaloniki is fairly balanced across the gender segments with 48% being male and 52% being female.

Table 4 Regional Unit of Thessaloniki /Population by Gender

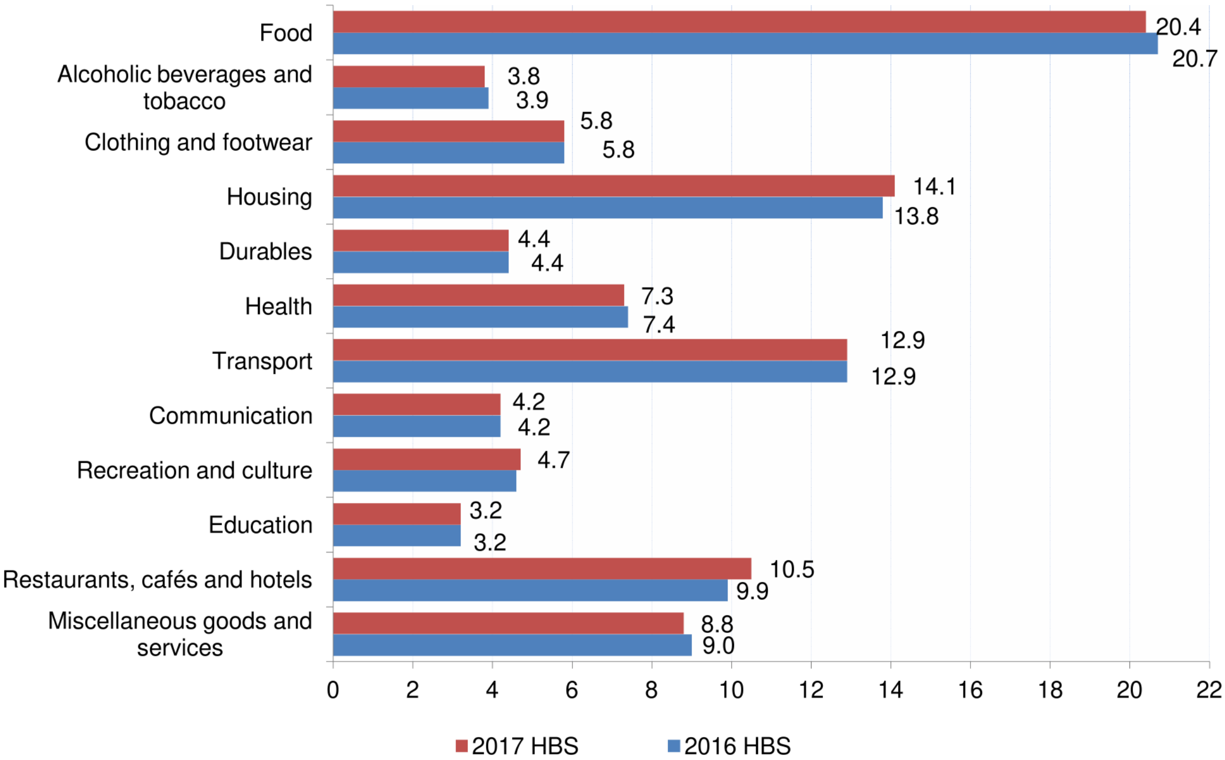
Gender	Population	%
Male	531,102	48%
Female	579,449	52%
	1,110,551	

Data source: Own presentation based on data from ELSTAT, 2011 CENSUS

2.2 HOUSEHOLD EXPENDITURE

From ELSTAT results of the Household Budget Survey (HBS) conducted in 2017, we acquired information about the percentage distribution of average monthly household expenditure for the twelve (12) main categories of goods and services regarding years 2017 and 2016, where food accounts for the largest share of expenditure (20.4%), housing (14.1%) whereas Recreation and Culture represent a small share of expenditure (4.7%).

Graph 1 Percentage distribution of expenditure (purchases) on goods and services 2017 - 2016



Since we were unable to find recent data for the specific industry in sector studies from professional bodies such as ICAP or chambers, we had to analyze primary data from EL-SAT. To estimate the real market for the recreation sector the following reasoning has been adopted:

2.2.1 TOTAL MARKET FOR GREECE

a) The total annual expenditure for recreation and culture was calculated based on the monthly expenditure per household for 2017.
b) Demographic analysis. The demographic analysis included the following: annual expenditure by composition of household, annual expenditure by occupation of household head, annual expenditure by family income, annual expenditure by household size. All relevant tables can be found in the appendices (Annex 1).

2.2.2 TOTAL MARKET FOR CENTRAL MACEDONIA REGION

a) The total annual expenditure in the Region of Central Macedonia for recreation and culture was calculated based on the monthly expenditure per household for 2017.
b) Demographic analysis. Once again, the same analysis has been done but this time only for the Central Macedonia Region.
According to the corresponding table below the total Greek market for recreation and culture is 3.2 billion euros (2017 expenditure) with an average monthly spending of € 65,83 per household. However, in order to get the real picture of the target market, we have focused on that part of the market that concerns recreational services, which is clearly smaller at 1.06 billion euros with an average monthly spending of €21.72 per household.

Table 5 Total market for recreation 2017 Greece

All households (All country)	4.079,548
1. RECREATION AND CULTURE	*VALUE IN €*
MONTHLY EXPENDITURE PER HOUSEHOLD	65.83
TOTAL MARKET (MONTHLY)	268,556,645
TOTAL MARKET (ANNUALLY)	3,222,679,738
2. RECREATIONAL AND CULTURAL SERVICES	*VALUE IN €*
MONTHLY EXPENDITURE PER HOUSEHOLD	21.72
TOTAL MARKET (MONTHLY)	88,607,783
TOTAL MARKET (ANNUALLY)	1,063,293,391

Data source: Own presentation based on data from ELSTAT 2017, Household Budget Survey (HBS)

For Central Macedonia, the market for recreation and culture is 483 million euros (2017 expenditure) with an average monthly spending of €61.01 per household. However, the recreational services market is clearly smaller. 155 million euros with an average monthly spending of €19.65 per household.

Table 6 Total market for recreation 2017 Central Macedonia Region

All households Central Macedonia Region	660.563
1. RECREATION AND CULTURE	*VALUE IN €*
MONTHLY EXPENDITURE PER HOUSEHOLD	61.01
TOTAL MARKET (MONTHLY)	40,300,949
TOTAL MARKET (ANNUALLY)	483,611,384
2. RECREATIONAL AND CULTURAL SERVICES	*VALUE IN €*
MONTHLY EXPENDITURE PER HOUSEHOLD	19.65
TOTAL MARKET (MONTHLY)	12.980,063
TOTAL MARKET (ANNUALLY)	155,760,755

Data source: Own presentation based on data from ELSTAT 2017, Household Budget Survey (HBS)

Key Findings

1. The largest part of the market based on the following figures, is comprised of house-holds with 2-4 members (highlighted) with a cumulative annual expenditure of 119 mil-lion euros in the recreational services category.

Table 7 Total market for recreation 2017 Central Macedonia Region by household size

All households Central Macedonia Region	TOTAL	1 member	2 members	3 members	4 members	5 members	6 members +
HOUSEHOLDS	660,563	169,498	194,744	130,815	115,887	16,249	33,370
1. RECREATION AND CUL-TURE				VALUE IN €			
MONTHLY EXPENDITURE PER HOUSEHOLD	61.01	28	47.7	80.5	100.7	113.1	67
TOTAL MARKET (MONTHLY)	40,300,949	4,737,752	9,291,366	10,531,836	11,667,107	1,837,538	2,236,003
TOTAL MARKET (ANNUALLY)	483,611,384	56,853,027	111,496,387	126,382,038	140,005.289	22,050.461	26.832.042
2. RECREATIONAL AND CULTURAL SERVICES				VALUE IN €			
MONTHLY EXPENDITURE PER HOUSEHOLD	19.65	11.15	17.35	23.33	30.02	26.94	22.14
TOTAL MARKET (MONTHLY)	12,980,063	1,890,731	3,379,210	3,052,187	3,478,687	437,780	738,744
TOTAL MARKET (ANNUALLY)	155,760,755	22,688,767	40,550,520	36,626,249	41,744,245	5,253,357	8,864,923

Data source: Own presentation based on data from ELSTAT 2017, Household Budget Survey (HBS)

2. The most attractive part of the market regarding household composition is couples without children, families with one to two children up to 16 years old (highlighted). The cumulative expenditure of these categories was 64.5 million euros in 2017.

Table 8 Total market for recreation 2017 Central Macedonia Region by household composition

All households Central Macedonia Region	*TOTAL*	1 person under 65 years	1 person aged 65 and over	Couple with no children	Couple with 1 child up to 16 years	Couple with 2 children up to 16 years	Couple with 3 or more children up to 16 years	1 parent with 1 or more children up to 16 years	Couple or 1 parent with children over 16 years	other categories
HOUSEHOLDS	660,563	80,195	89,200	150,375	47,237	54,396	11,672	6,124	132,351	89,013
1. RECREATION AND CULTURE					VALUE IN €					
MONTHLY EXPENDITURE PER HOUSEHOLD	61.01	41.09	16.15	49.94	91.42	110.64	163.45	47.29	71.65	67.82
TOTAL MARKET (MONTHLY)	40,300,949	3,295,474	1,440,923	7,510,374	4,318,337	6,018,320	1,907,683	289,626	9,482,888	6,037,011
TOTAL MARKET (ANNUALLY)	483,611,384	39,545,694	17,291,079	90,124,494	51,820,040	72,219,835	22,892,200	3,475,515	113,794,661	72,444,137
2. RECREATIONAL AND CULTURAL SERVICES					VALUE IN €					
MONTHLY EXPENDITURE PER HOUSEHOLD	19.65	17.73	5.25	17.21	25.55	29.03	28.40	16.14	24.49	22.94
TOTAL MARKET (MONTHLY)	12,980,063	1,422,014	468,055	2,587,554	1,206,851	1,579,207	331,454	98,840	3,241,297	2,042,229
TOTAL MARKET (ANNUALLY)	155,760,755	17,064,169	5,616,662	31,050,653	14,482,21	18,950,479	3,977,446	1,186,080	38,895,560	24,506,746

Data source: Own presentation based on data from ELSTAT 2017, Household Budget Survey (HBS)

The income categories of the greatest interest are high incomes ranging from 1,801 euros to 3,501+ euros. In 2017, 248,000 households spent about 100 million euros in recreation and cultural services.

Table 9 Total market for recreation 2017 Central Macedonia Region by income

All households Central Macedonia Region	TOTAL	up 750 €	751-1100 €	1101-1450 €	1451-1800 €	1801-2200 €	2201-2800 €	2801-3500 €	3501 +
HOUSEHOLDS	660,563	92,450	116,725	111,548	91,528	74,019	81,335	46,172	46,786
1. RECREATION AND CULTURE					VALUE IN €				
MONTHLY EXPENDITURE PER HOUSEHOLD	61.01	17.83	24.55	36.02	45.70	66.22	82.37	107.49	235.55
TOTAL MARKET (MONTHLY)	40,300,949	1,648,493	2,865,650	4,018,412	4,182,786	4,901,413	6,699,765	4,962,921	11,020,550
TOTAL MARKET (ANNUALLY)	483,611,384	19,781,915	34,387,796	48,220,949	50,193,438	58,816,959	80,397,178	59,555,053	132,246,596
2. RECREATIONAL AND CULTURAL SERVICES					VALUE IN €				
MONTHLY EXPENDITURE PER HOUSEHOLD	19.65	8.21	10.11	13.75	16.75	23.49	26.57	32.90	54.54
TOTAL MARKET (MONTHLY)	12,980,063	758,604	1,180,616	1,533,943	1,532,719	1,739,068	2,161,151	1,519,229	2,551,496
TOTAL MARKET (ANNUALLY)	155,760,755	9,103,242	14,167,387	18,407,312	18,392,634	20,868,818	25,933,807	18,230,743	30,617,950

Data source: Own presentation based on data from ELSTAT 2017, Household Budget Survey (HBS)

Finally, the occupations of greatest interest are the most educated, self-employed in absolute numbers (€35.5 million expenditure in recreation services) and the administrative-executive managerial staff (€9.3 million expenditure in recreation services) the latter having monthly expenditure per household (€71.34).

Table 10 Total market for recreation 2017 Central Macedonia Region by occupation

All households Central Macedonia Region	TOTAL	Scientist, self- employed	Administrative, executive managerial	Clerk	Shop and market sales worker	Service worker	Agricultural, Fishery worker etc.	Technician or Worker	Not worker or seeking work for first time
HOUSEHOLDS	660,563	85,050	10,825	36,847	31,298	47,802	27,090	58,819	362,831
1. RECREATION AND CULTURE					VALUE IN €				
MONTHLY EXPENDITURE PER HOUSEHOLD	61.01	125.25	277.47	77.39	77.61	47.05	67.37	60.23	37.89
TOTAL MARKET (MONTHLY)	40,300,949	10,652,845	3,003,703	2,851,461	2,428,980	2,249,230	1,825,011	3,542,765	13,746,520
TOTAL MARKET (ANNUALLY)	483,611,384	127,834,141	36,044,441	34,217,536	29,147,761	26,990,754	21,900,135	42,513,174	164,958,240
2. RECREATIONAL AND CULTURAL SERVICES					VALUE IN €				
MONTHLY EXPENDITURE PER HOUSEHOLD	19.65	34.75	71.34	26.98	24.92	19.33	22.62	20.14	13.10
TOTAL MARKET (MONTHLY)	12,980,063	2,955,422	772,231	994,064	779,795	924,180	612,712	1,184,531	4,753,090
TOTAL MARKET (ANNUALLY)	155,760,755	35,465,058	9,266,767	11,928,765	9,357,541	11,090,163	7,352,545	14,214,373	57,037,076

Data source: Own presentation based on data from ELSTAT 2017, Household Budget Survey (HBS)

2.2 KEY MARKET DRIVERS

1. Shifting Demographics

Traditionally, outdoors recreation, mainly take place in rural settings, accessed by middle class, car-owners, and families enjoying traditional outdoor, activities.

However, according to World Bank figures(2015), there are some key trends that need to be considered:

- As the population globally (not particularly Europe and Greece though) rises and life expectancy also rises, we are going to experience a significant demographic change. Ageing population will increase the proportion with leisure time. Referred to as the Active Third Age, they want to keep body and mind stimulated. This will increase potential customers.
- The Millennials will comprise 22% of the total population by 2030. These people expect personal and tailored experiences often gained especially through travel, leisure and recreation (The affluent society).
- As people have children at later ages, they can spend more time travelling.
- Extended families with an increase in the number of step-family relationships and varied wants and needs. They would also look for flexible experiences.

2. Consumer trends

According to Bell et al. (2007) in their report on outdoor recreation, a number of key and growing trends appear:

- Interest in the natural environment and the countryside.
- Health and wellbeing for citizens, concerns over obesity and diseases appear to be raising awareness of a healthier and active lifestyle for families and individuals.
- Expectation of more comfort-oriented recreation facilities.
- Preference for individual or informal activities is increasing. People are aiming for experiences.
- Children get less exercise today because parents are afraid to let them go outside alone. Safe open green spaces are needed.
- Technology is an important part of people's lives (especially young people). Young people do not separate online and offline activities. They would expect to have free

access to technology so that they can be connected to share their experiences. The park cannot exist in isolation; on the contrary, it must seize upon this opportunity and build awareness through experiential marketing campaigns.

- Participation in recreation for lifestyle and functional reasons and not sports. There is a shift in teenagers to participate in activities for lifestyle and functional reasons and not necessarily to meet a sports objective.

3. Commercialization of leisure

- Outdoor recreation and leisure is becoming more attractive business proposition.
- The key issue is safety and quality of provisions.

4. Tourism

- In Europe, the outdoor Leisure sector is a rapidly growing industry.
- Biking, hiking and climbing are perceived as very exciting and enjoyable activities.

5. Partner Organizations

- The Outdoors sector is a complex area of activity with a significant number of partner organizations providing consultancy, guidance and training.

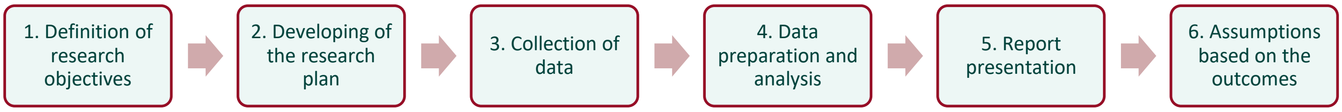
6. Employment

- Due the seasonality of the sector, annual recruitment and employment is crucial. Training new staff periodically is costly.

2.3 PRIMARY MARKET RESEARCH

2.3.1 MARKET RESEARCH PROCESS

Succinctly, the research process can be presented as follows:



Thessaloniki area residents were asked to participate in an anonymous survey to help us evaluate several public perception and marketing areas. The survey included questions about parks and green areas, current facilities, frequency of visits, preferences on recreation and exercise activities etc.

Understanding consumers' personal preferences is a major element of the report. A total of 290 complete and valid survey responses were received. The questionnaire was promoted electronically and was completed online from November 15th through December 5^{th,} 2018.

We strongly believe that the survey data that will be presented, although the sample size in not large enough to provide detailed representative data, provides clear goals, focus areas, valuable insights and suggestions for the development of any park business venue, in context and overall themes.

2.3.2 METHODOLOGY

The survey questions were developed with input from marketing professionals, marketing staff, academics and staff with specific knowledge in either marketing or survey research. The questionnaire was written in Greek by the researcher, adapted to the research requirements and then for the statistical analysis and presentation, an additional bilingual native speaker assisted in the translation process to ensure that questions were formulated consistently.

Several drafts of the questionnaire were sent to specific people asked to respond to the questions and make suggestions for improvements, alterations, changes and additions. The final survey form was created on Google forms application and the link was distributed via email and social media. A number of questionnaires were also completed on paper. See annex 2 for the entire questionnaire form.

Despite extensive analysis[4] of all demographic variables and their impact on participants' answers, only results that make sense and provide useful information will be presented[5]. The purpose of the following analysis is to produce the fundamental guidelines that will be embedded in the subsequent sections of the report.

The questionnaire consists of a total of 28 questions divided into 4 sections. The sections covered by the survey questionnaire included:

Section 1. (Questions 1.1 – 1.8)

The first section focused on demographic questions which included the participant's gender, age, education, income, family members, and number of children in the households.

Section 2. (Questions 2.1 – 2.7)

The second section aimed at identifying relationships among demographic variables and opinions, preferences, level and frequency of participation and motivation about engaging in recreation and entertainment. In order to formulate the relevant questions of the questionnaire, we looked at several studies that have been carried out in the past. (Demir, 2003; Kuhlenschmidt, 2014; Payne, Mowen, & Orsega-Smith, 2002; Zanon, Doucouliagos, Hall, & Lockstone-Binney, 2013).

More specifically, answers were recorded for the following:

- Opinions and perceptions about the importance of recreation and entertainment in parks. Utilizing a Likert scale with a gradient of 1-not important at all to 5-Extremely important.
- Preferences on ways of recreation, exercise and entertainment, visiting frequency. Utilizing a Likert scale with a gradient of 1- Never to 5-Very often.
- Motivational factors to take a trip to the countryside or to visit an entertainment park. Using multiple options, non-reciprocal mutually alternative responses.
- Opinions about whether the current parks and green areas can cover adequately the demand of the population in the wider area of Thessaloniki. Selecting one (1), between two or more mutually exclusive alternative responses.

[4] Data analysis was performed with the help of the open source statistical package R (www.r-project.org).
[5] All answers plus cross tabulation analysis and corresponding graphs are available in "Survey Results_December 2018".

- Opinions and perceptions about the importance of specific reasons that can discourage people from visiting parks and derive from the quality of the facilities, the conditions and the services provided. Utilizing a Likert scale with a gradient of 1-not important at all to 5-Extremely important.
- Opinions and perceptions about the importance of specific reasons that can discourage people from visiting parks and derive from personal reasons such as lack of time, economic reasons and more. Utilizing a Likert scale with a gradient of 1-not at all to 5-Very much.

Section 3. (Questions 3.1 – 3.12)

At this point of the questionnaire, the participants had the opportunity to express their views and preferences for the new recreation park. To form an opinion, they were given a brief description of the park and the activities it would offer to themselves and their family members. In a sense, the participants were given the opportunity to design their own park, the park of their dreams.

More specifically, answers were recorded for the following:

- Preferences and desires regarding the frequency of visiting the park (times a year, seasons and week days).
- The importance of certain factors regarding the facility conditions, the price level, the landscaping and the protection of the environment of the new park. Utilizing a Likert scale with a gradient of 1-not important at all to 5-Extremely important.
- Views on the expectations, the overall experience and the opportunities for recreation that the park will offer. Utilizing a Likert scale with a gradient of 1-not important at all to 5-Extremely important.
- Preferred sport, recreational and educational-creative activities for children. Using multiple up to 3 options, non-reciprocal mutually alternative responses.
- Preferred sport, recreational and education-creative activities for adults. Using multiple up to options, non-reciprocal mutually exclusive responses.

Section 4. (Question 4.1)

Preferred marketing and communication avenues for reaching residents (i.e. social media, TV, radio, etc.) Using multiple options, non-reciprocal mutually exclusive responses.

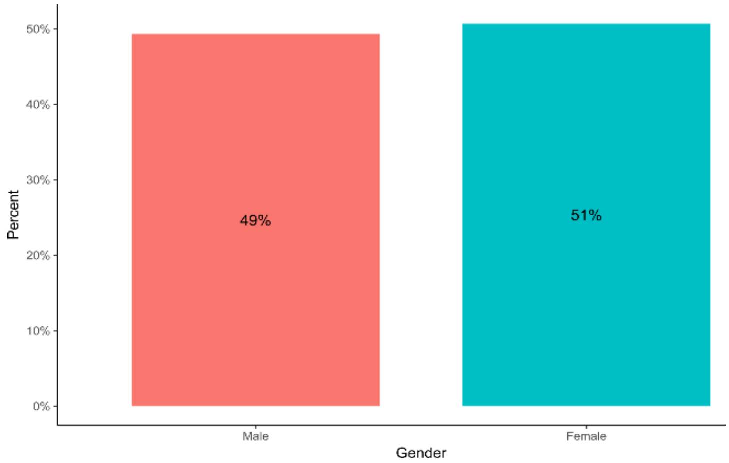
2.4 RESULTS AND DISCUSSION

2.4.1 SECTION 1 – DEMOGRAPHICS

Key Findings

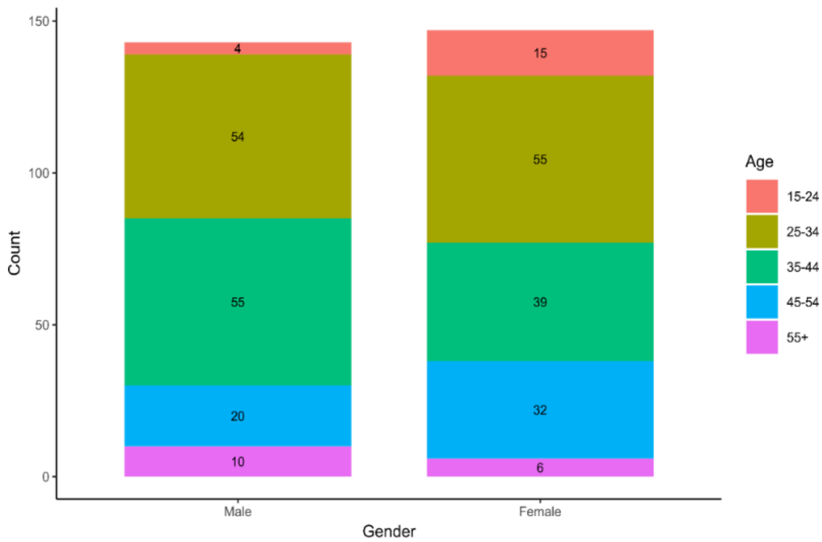
All demographic information was self-reported. Data and numbers shown indicate, the actual number of people who provided the particular response. Survey respondents reported the following characteristics. As shown in graph 2, about half of the sample, with 143 participants (49%) are men and 149 participants (51%) are women.

Graph 2 Gender



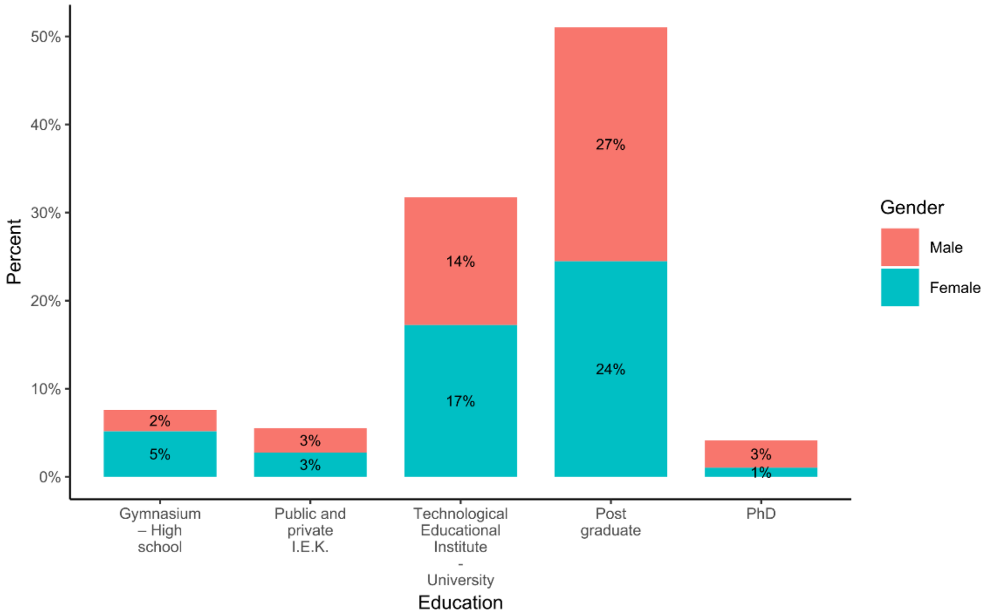
Five age categories were determined. Graph 3 reveals the age category with the largest population which is class 25-34 with 55 women and 54 men. While the second age category with the largest sample population is class 35-44, with 39 women and 55 men.

Graph 3 Gender by age group



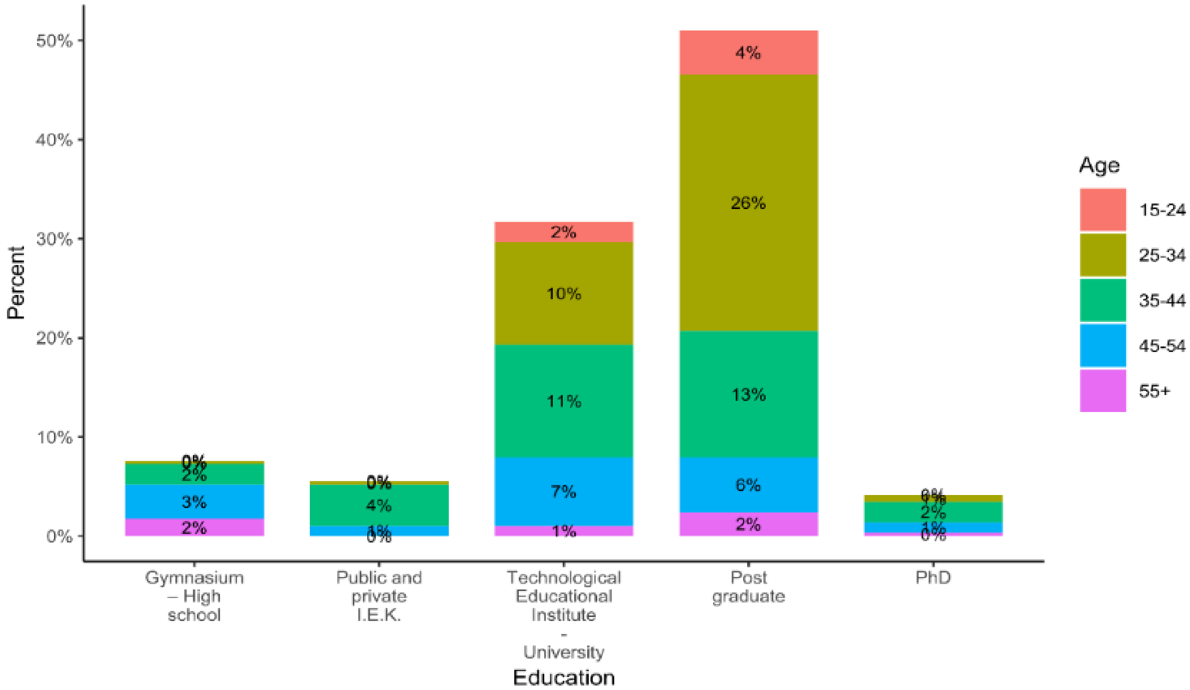
Graph 4 shows that 24% of our female sample population has a postgraduate degree and the same applies to our male sample population with 27%.

Graph 4 Education by gender

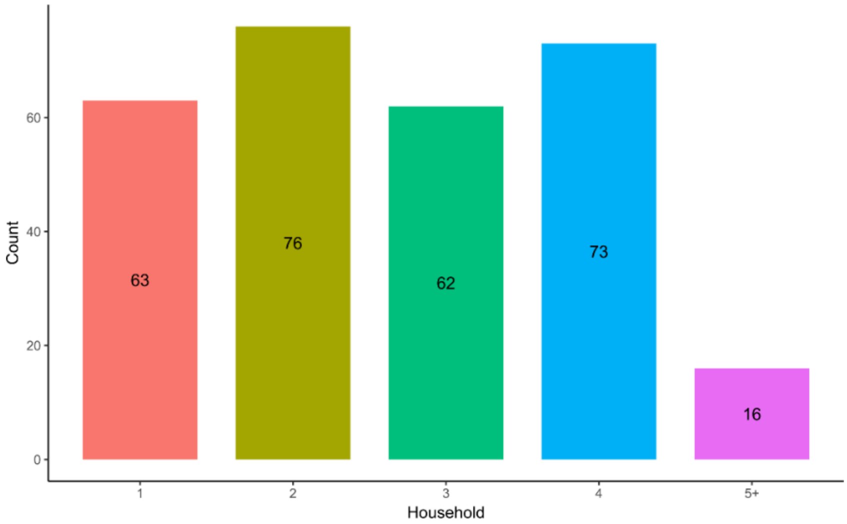


In graph 5 we find that 26% of the participants in the age category 24-34 have postgraduate studies and 13% of the participants in the age category 35-44.

Graph 5 Education by age category

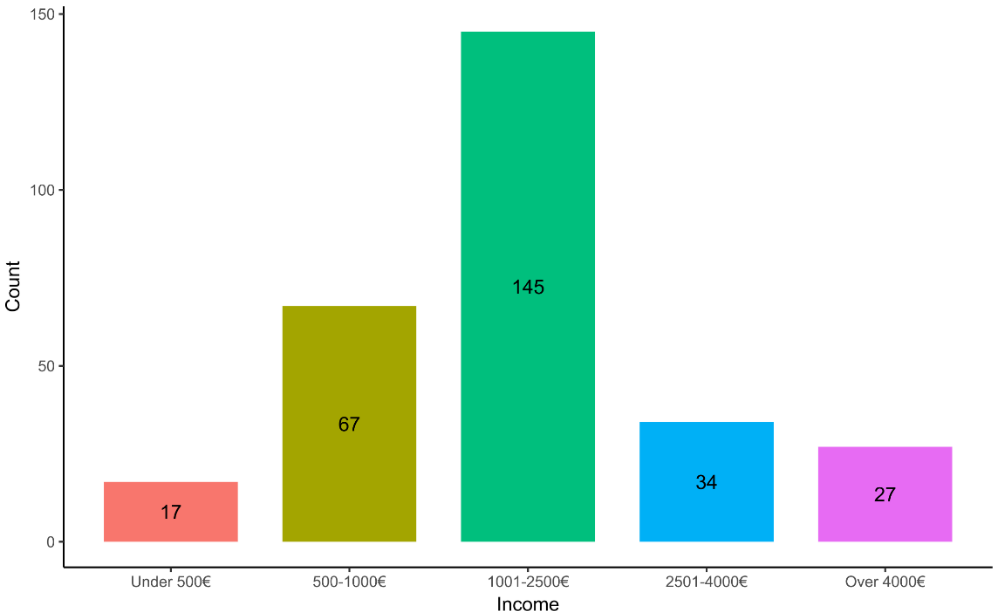


Graph 6 Households by family members



Graph 6 is very important as it presents the households of our sample population by size of household. We find that there is almost equal representation with 63 households (22%) with one member, 76 households (26%) with 2 members, 62 households (21%) with 3 members, 73 households (25%) with 4 members, and 16 households (6%) with 5 + members.

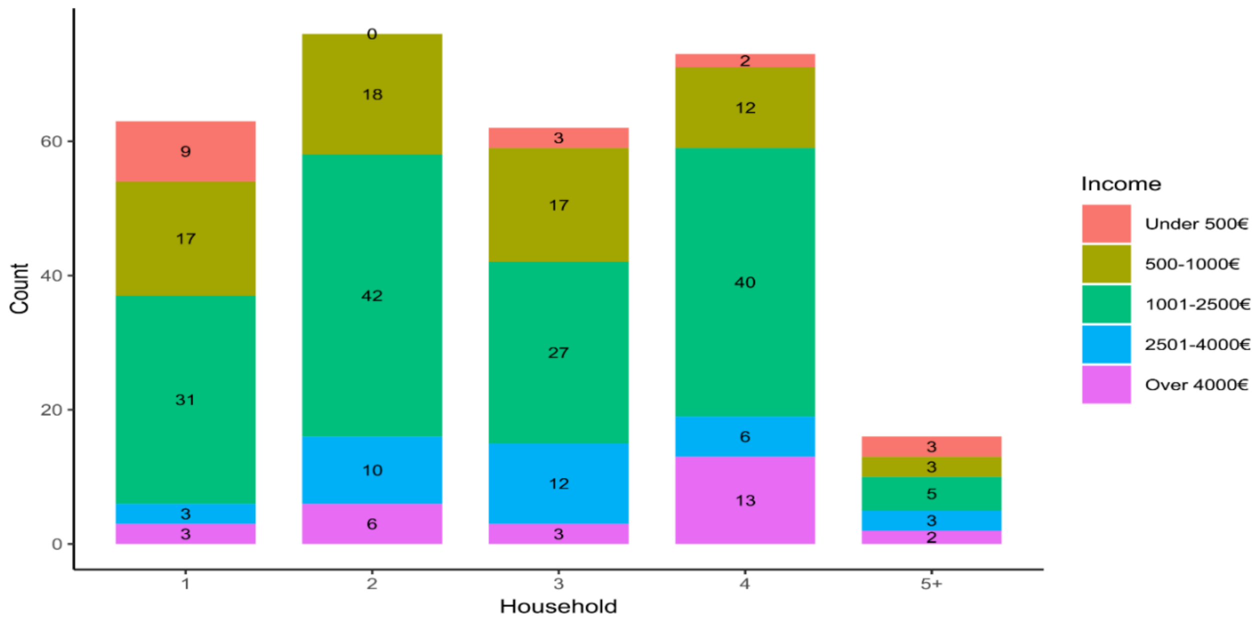
Graph 7 Income



Graph 7, referring to the level of monthly income, is equally important because it will help us draw conclusions on the preferences, life-style, and attitudes of all income level categories useful for the design of the marketing and communication strategy. We find that half of the households, i.e., 145 households, have a monthly income of €1001-2500, 12%, 34 households earn €2501-4000, and there are 27 households (9%) with a monthly income of over €4000.

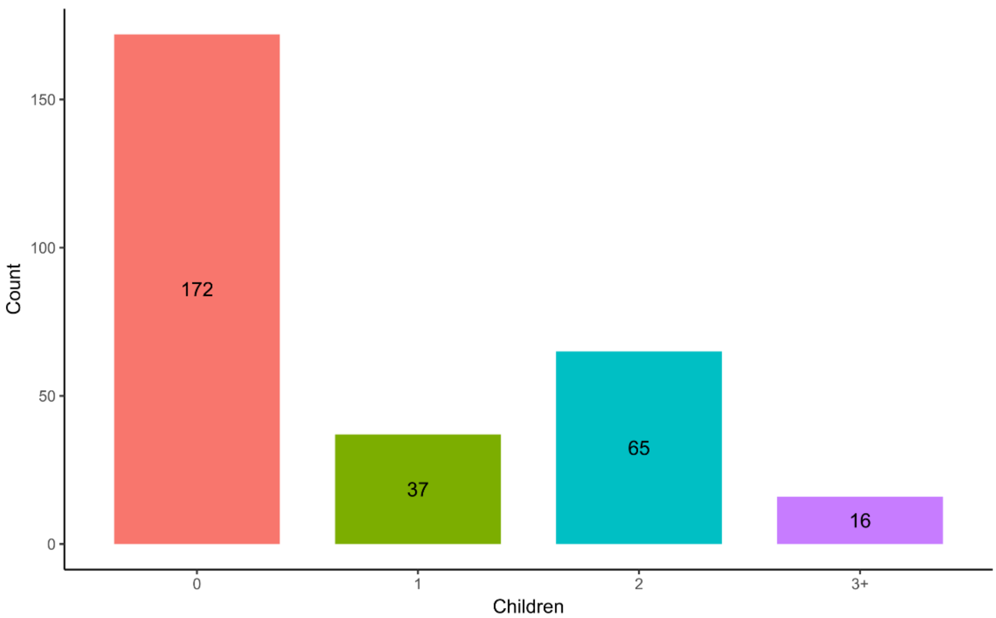
Complementarily, graph 8 allocates different size households (1 to 5+ members) to the 5 different categories of monthly income. We find that the income category €1001-2500 dominates across all different sizes of households, with 31 households (11% of total sample) with a single member, 42 2-member households (14% of total sample), 27 3-member households (9% of total sample) and 40 households (14% of total sample) with 4 members.

Graph 8 Income by household size



In the last graph we have chosen to present how children are allocated to different size of households. We find that there are 172 households (59%) that do not (yet) have any children, 37 households (13%) with 1 child, 65 households (22%) with 2 children and 16 households (6%) with 3 and more children.

Graph 9 Households per number of children



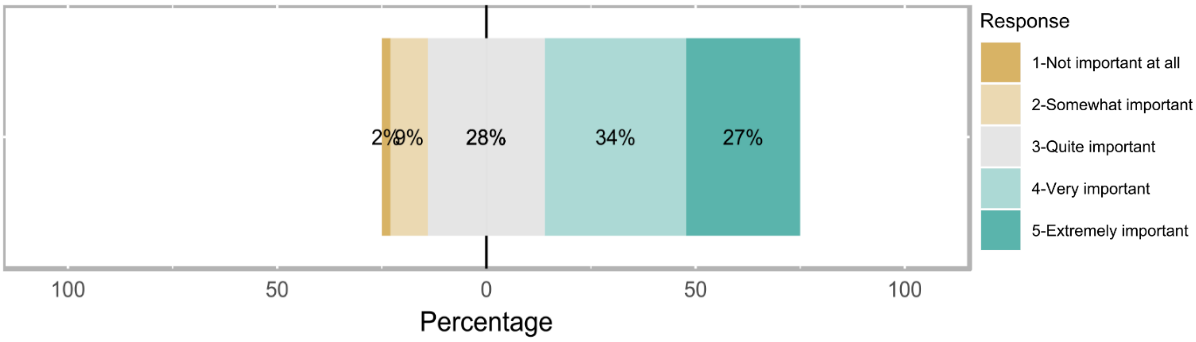
2.4.2 SECTION 2 – IMPORTANCE OF RECREATION AND ENTERTAINMENT PARKS

Question 2.1 How important are recreation and entertainment parks for you? (1-5)

To facilitate understanding on the results below, an important note should be made. *Centered Likert graphs* presented throughout this report use a center line for a point of reference (zero). They are percentage bar charts where each score value has its own color, and score category—e.g., unfavorable is 1-2, neutral is 3, and favorable is 4-5.

The following graph captures the importance of recreation and amusement parks among participants.

Graph 10 Importance of recreation in parks all participants



Key Findings

In question 2.1 we note that an overwhelming majority of 61% of the participants (women 63%, men 59%) have a very positive response about parks and recreation.

Also, households with young children up to 5 years old (81%) and 6-10 years (72%) consider recreation and entertainment parks to be extremely important. Another important factor is the size of the household. According to the results of the analysis households with 4 members consider recreation and entertainment parks to be very important to extremely important with an aggregate rate of 79%.

In contrast the income factor does not seem to differentiate the views of the participants. Most of the participants hold the same view in all income categories.

Table 11 Importance of recreation in parks by gender

2.1 How important is recreation and entertainment parks for you? (1-5)

Answers	*Gender* Male	Female	***Total***
1-Not important at all	4 2.8 %	2 1.4 %	6 2.1 %
2-Somewhat important	18 12.6 %	8 5.4 %	26 9 %
3-Quite important	37 25.9 %	44 29.9 %	81 27.9 %
4-Very important	46 32.2 %	52 35.4 %	98 33.8 %
5-Extremely important	38 26.6 %	41 27.9 %	79 27.2 %
Total	143 100 %	147 100 %	290 100 %

Table 13 Importance of recreation in parks by age of children

2.1 How important is recreation and entertainment parks for you? (1-5)

Answers	*Number of Children* 0	1	2	3+	***Total***
1-Not important at all	2 1.2 %	0 0 %	0 0 %	4 25 %	6 2.1 %
2-Somewhat important	24 14 %	0 0 %	1 1.5 %	1 6.2 %	26 9 %
3-Quite important	60 34.9 %	5 13.5 %	14 21.5 %	2 12.5 %	81 27.9 %
4-Very important	50 29.1 %	18 48.6 %	26 40 %	4 25 %	98 33.8 %
5-Extremely important	36 20.9 %	14 37.8 %	24 36.9 %	5 31.2 %	79 27.2 %
Total	172 100 %	37 100 %	65 100 %	16 100 %	290 100 %

Table 12 Importance of recreation in parks by household

2.1 How important is recreation and entertainment parks for you? (1-5)

Answers	*Household* 0	1	2	3	4	5+	***Total***
1-Not important at all	0 0 %	2 3.2 %	0 0 %	0 0 %	1 1.4 %	3 18.8 %	6 2.1 %
2-Somewhat important	0 0 %	10 15.9 %	8 10.5 %	5 8.1 %	2 2.7 %	1 6.2 %	26 9 %
3-Quite important	0 0 %	20 31.7 %	31 40.8 %	15 24.2 %	12 16.4 %	3 18.8 %	81 27.9 %
4-Very important	0 0 %	13 20.6 %	25 32.9 %	26 41.9 %	30 41.1 %	4 25 %	98 33.8 %
5-Extremely important	0 0 %	18 28.6 %	12 15.8 %	16 25.8 %	28 38.4 %	5 31.2 %	79 27.2 %
Total	0 100 %	63 100 %	76 100 %	62 100 %	73 100 %	16 100 %	290 100 %

Table 14 Importance of recreation in parks by income

2.1 How important is recreation and entertainment parks for you? (1-5)

Answers	*Income* Under 500€	500-1000€	1001-2500€	2501-4000€	Over 4000€	***Total***
1-Not important at all	2 11.8 %	1 1.5 %	2 1.4 %	0 0 %	1 3.7 %	6 2.1 %
2-Somewhat important	1 5.9 %	10 14.9 %	6 4.1 %	7 20.6 %	2 7.4 %	26 9 %
3-Quite important	6 35.3 %	19 28.4 %	43 29.7 %	6 17.6 %	7 25.9 %	81 27.9 %
4-Very important	3 17.6 %	21 31.3 %	55 37.9 %	11 32.4 %	8 29.6 %	98 33.8 %
5-Extremely important	5 29.4 %	16 23.9 %	39 26.9 %	10 29.4 %	9 33.3 %	79 27.2 %
Total	17 100 %	67 100 %	145 100 %	34 100 %	27 100 %	290 100 %

Question 2.2 How often do you choose the following ways of recreation, exercise and entertainment with your family, or with your friends?

Key Findings

In question 2.2 we note that Thessaloniki residents:

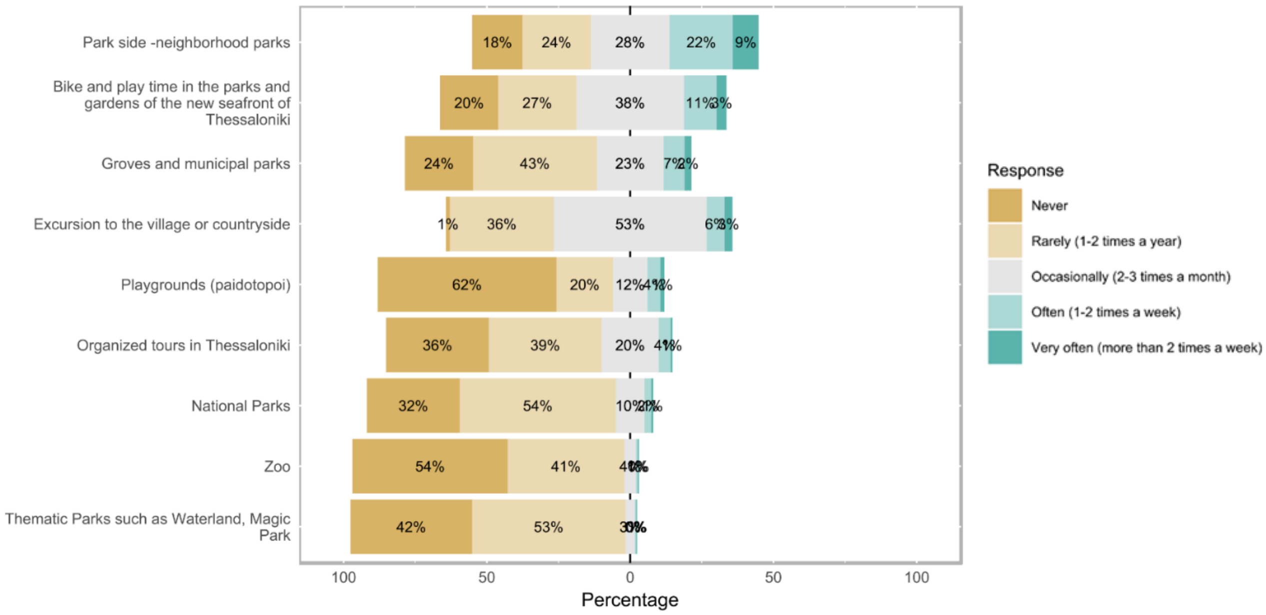
Visit their <u>local neighborhood parks</u> occasionally (2-3 times a month) at a rate of 28% and often (1-2 times a week) to very often (more than 2 times a week) at an aggregate rate of 31%.

<u>Go biking and spend time in the parks of the new seafront</u> of Thessaloniki occasionally (2-3 times a month) at a rate of 38% and often (1-2 times a week) to very often (more than 2 times a week) at an aggregate rate 15%.

Go on excursions to a village[6] and the countryside occasionally (2-3 times a month) at a rate of 53% and often (1-2 times a week) to very often (more than 2 times a week) at an aggregate rate of 9%. This part of the sample population is regarded as very important as they occasionally travel during the year and particularly love being in nature.

The following table shows some interesting facts about the frequency of visits per income category. Initially, most of the sample participants (53.4%, 155 answers) travel 2-3 times a month for excursions to the village and in the countryside. Of these, the majority of 57.2% have a monthly income of 1001-2500€. Graph 11 shows the preferences and frequency of visits of participants in various amusement and entertainment parks.

Graph 11 Frequency of visits to various recreation parks and amusement facilities/ all participants



[6] Explanatory note for the non-Greek readers: Many Greek people either maintain links with their family village or may have a second "holiday" home in a village.

Table 15 Frequency of excursions to the village or countryside/By income

2.2.2 Excursion to the village or countryside

Answers	*Income* Under 500€	500-1000€	1001-2500€	2501-4000€	Over 4000€	***Total***
Never	1 5.9 %	1 1.5 %	1 0.7 %	1 2.9 %	0 0 %	4 1.4 %
Rarely (1-2 times a year)	8 47.1 %	30 44.8 %	45 31 %	13 38.2 %	9 33.3 %	105 36.2 %
Occasionally (2-3 times a month)	5 29.4 %	32 47.8 %	83 57.2 %	19 55.9 %	16 59.3 %	155 53.4 %
Often (1-2 times a week)	3 17.6 %	1 1.5 %	11 7.6 %	1 2.9 %	2 7.4 %	18 6.2 %
Very often (more than 2 times a week)	0 0 %	3 4.5 %	5 3.4 %	0 0 %	0 0 %	8 2.8 %
Total	17 100 %	67 100 %	145 100 %	34 100 %	27 100 %	290 100 %

Surprisingly, theme parks such as Magic Park is the least popular choice among the participants. According to the following table, households with children aged 6-10 years old (73.1%) and 11-18 years old (78.8%) visit these types of parks occasionally (1-2 times a year).

Table 16 Frequency of visits to thematic parks/By age of children

2.2.1 Thematic Parks such as Waterland, Magic Park

Answers	*Age Of Children* under 5 years	6-10 years	11-15 years	16-18 years	***Total***
Never	27 46.6 %	15 19.2 %	7 13.5 %	12 37.5 %	61 27.7 %
Rarely (1-2 times a year)	27 46.6 %	57 73.1 %	41 78.8 %	18 56.2 %	143 65 %
Occasionally (2-3 times a month)	3 5.2 %	6 7.7 %	2 3.8 %	0 0 %	11 5 %
Often (1-2 times a week)	1 1.7 %	0 0 %	0 0 %	0 0 %	1 0.5 %
Very often (more than 2 times a week)	0 0 %	0 0 %	2 3.8 %	2 6.2 %	4 1.8 %
Total	58 100 %	78 100 %	52 100 %	32 100 %	220 100 %

Question 2.3 When was the last time you made a trip with your family or friends for picnic, playtime, exercise or recreation?

Key Findings

At this point it is worth mentioning the results of our survey regarding the frequency that the sample audience organize trips to nearby destinations for the purpose of recreation, exercise etc.

According to the graph below and the corresponding table of answers, nearly half of the household sample organized a nearby trip for recreation in past month.

Graph 12 Outdoor lifestyle for recreation and picnic

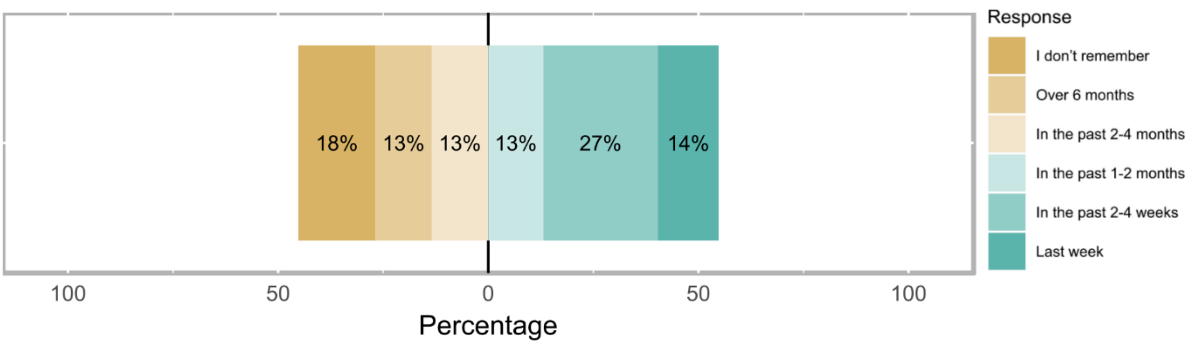


Table 17 Frequency of organized trips for picnic, recreation and exercise/By Household

2.3 When was the last time you made a trip with your family or friends for picnic, playtime, exercise or recreation?

Answers	*Household* 0	1	2	3	4	5+	*Total*
I don't remember	0 0 %	12 19 %	16 21.1 %	9 14.5 %	11 15.1 %	5 31.2 %	53 18.3 %
Over 6 months	0 0 %	8 12.7 %	10 13.2 %	7 11.3 %	13 17.8 %	1 6.2 %	39 13.4 %
In the past 2-4 months	0 0 %	7 11.1 %	9 11.8 %	15 24.2 %	6 8.2 %	2 12.5 %	39 13.4 %
In the past 1-2 months	0 0 %	6 9.5 %	8 10.5 %	9 14.5 %	13 17.8 %	2 12.5 %	38 13.1 %
In the past 2-4 weeks	0 0 %	22 34.9 %	21 27.6 %	13 21 %	20 27.4 %	3 18.8 %	79 27.2 %
Last week	0 0 %	8 12.7 %	12 15.8 %	9 14.5 %	10 13.7 %	3 18.8 %	42 14.5 %
Total	0 100 %	63 100 %	76 100 %	62 100 %	73 100 %	16 100 %	290 100 %

Question 2.4 What motivates you to take a trip to the countryside and maybe visit a leisure and entertainment park?

Key Findings

The number one reason people visit their local park is to:

(a) be in Contact with nature (22.7%, 231 answers);

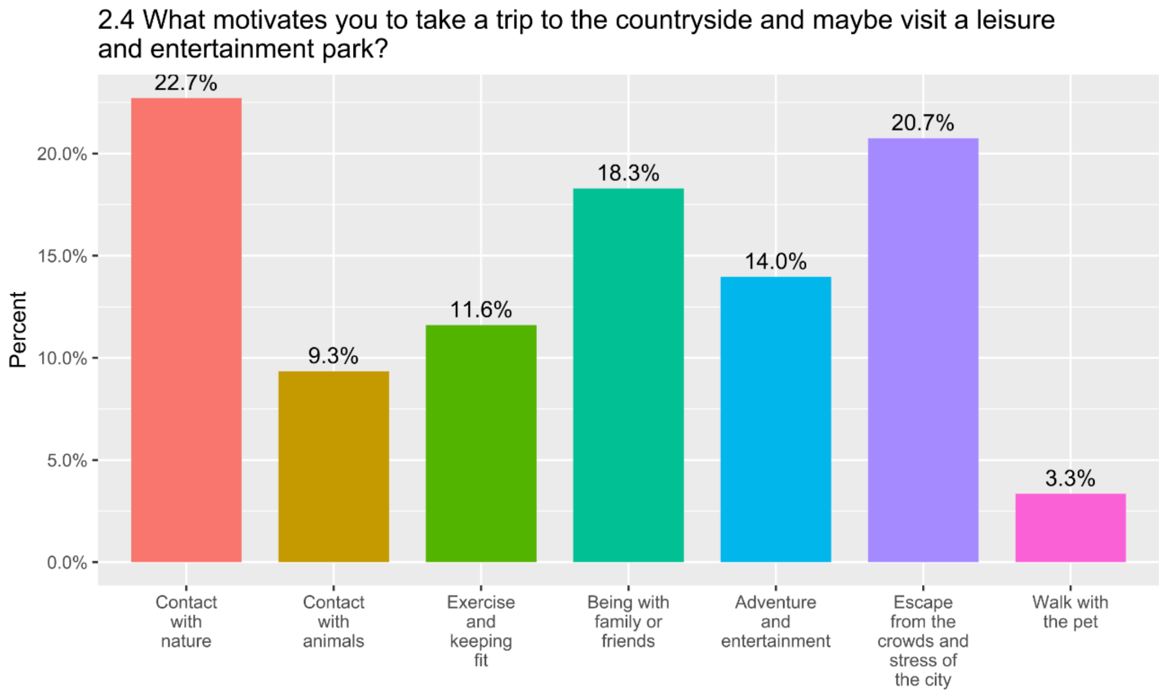
(b) escape from the crowds and stress of the city (20.7%, 211 answers);

(c) be with family or friends (18.3%, 186 answers).

Whether to spend time with their favorite people, to improve their health or to reconnect with nature after a hectic week, the reasons people visit their local parks and recreation facilities can be as diverse as they themselves are.

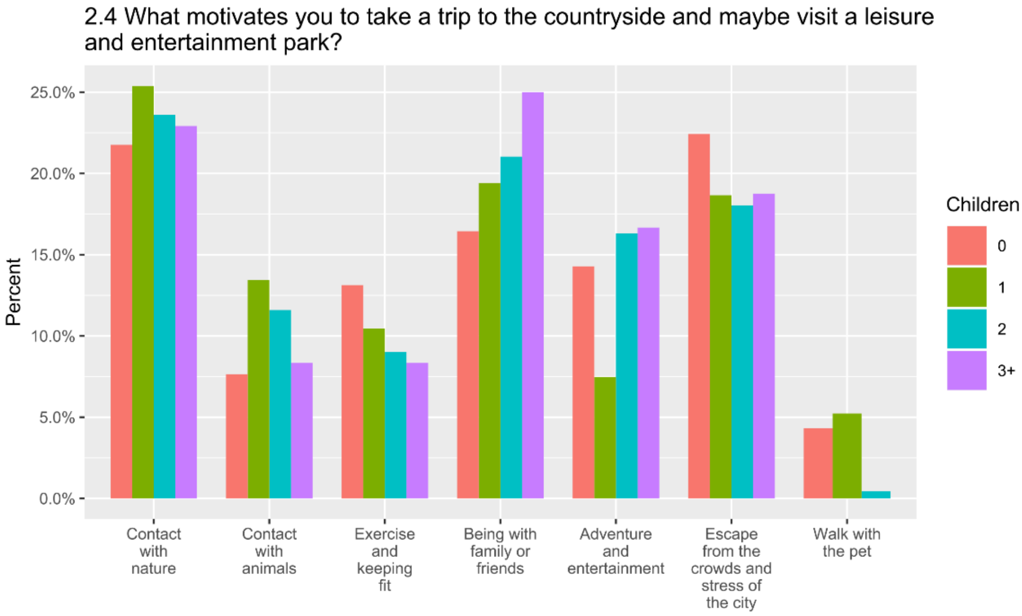
The vast number of factors that drive citizens of Thessaloniki wider area to visit their local parks will define our parks' broad mission to be the focal point for healthy, thriving and connected communities.

Graph 13 Key reasons for day-trip, visiting park and recreation facilities



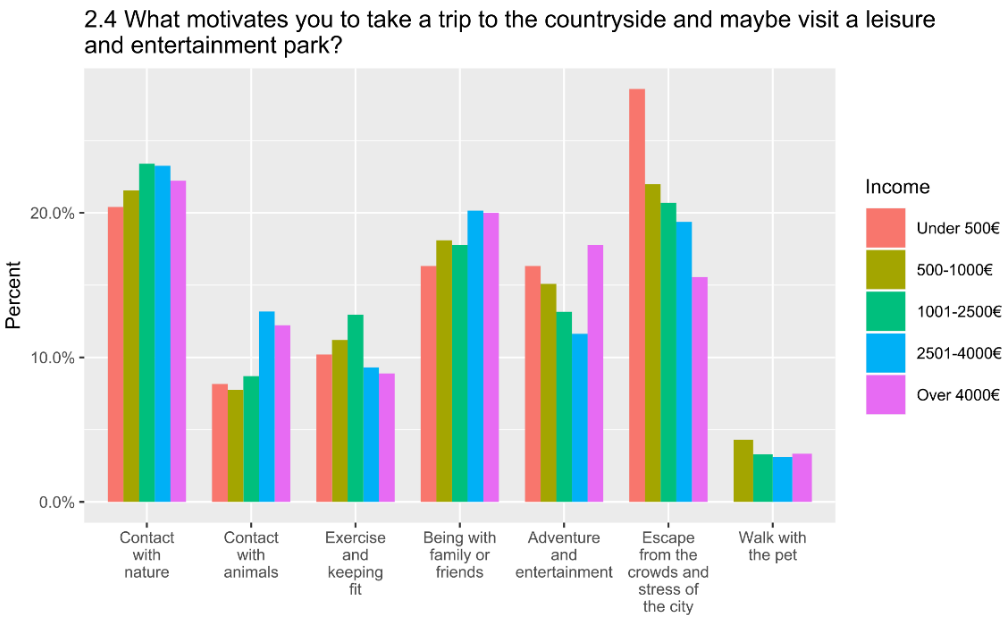
The fact that people visit their local parks and recreation facilities for an array of reasons, and that these factors may differ by demographic segments, has been examined. Looking at the following graphs we do not see any serious differences in the views between households with no child up to 3 + children. All categories evaluate equally the three most important reasons mentioned above.

Graph 14 Key reasons for day-trip, visiting park and recreation facilities/By number of children



Income also does not appear as a determining factor in the views recorded by participants' responses.

Graph 15 Key reasons for day-trip, visiting park and recreation facilities/By income



Question 2.5 Do you think there are enough parks and green areas in the wider area of Thessaloniki?

According to our findings, most of the respondents of the sample converge on the fact that the green spaces of Thessaloniki are inadequate. It is evident according to graph 16 and the corresponding table of answers that all the age categories of the sample population that we examined agree with the above belief, at a rate of 77%.

Graph 16 Green areas in Thessaloniki

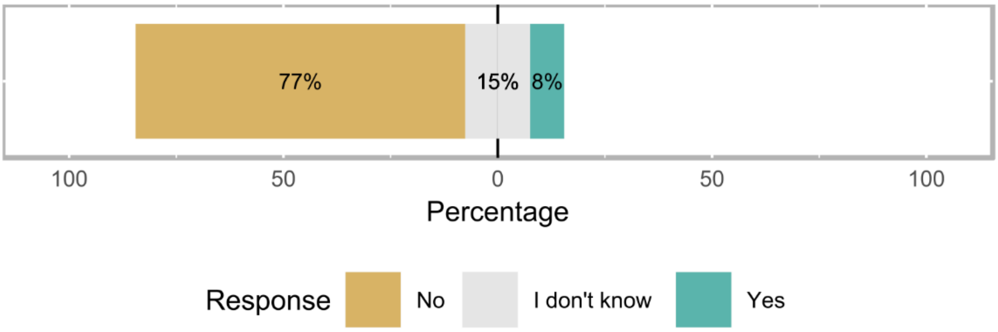


Table 18 Green areas in Thessaloniki 2018/by Age

2.5 Do you think there are enough parks and green areas in the wider area of Thessaloniki?

Answers	*Age* 15-24	25-34	35-44	45-54	55+	***Total***
No	16 84.2 %	80 73.4 %	74 78.7 %	42 80.8 %	11 68.8 %	223 76.9 %
I don't know	3 15.8 %	19 17.4 %	15 16 %	7 13.5 %	0 0 %	44 15.2 %
Yes	0 0 %	10 9.2 %	5 5.3 %	3 5.8 %	5 31.2 %	23 7.9 %
Total	19 100 %	109 100 %	94 100 %	52 100 %	16 100 %	290 100 %

Question 2.6 Please rate the importance of the following reasons that might discourage you from visiting recreation and leisure parks in the Thessaloniki region.

Key Findings

An important element that emerged from our survey are those factors or reasons that influence or discourage the preferences and attitudes of the residents of Thessaloniki regarding the available parks.

Of the eight reasons, the major determinants were poorly maintained facilities, poor cleaning and space care (79% responses), lack of trees and shade (72% responses), insufficient security (67% favorable responses).

The previous barriers represent challenges (or opportunities) for the design and development of our park to improve the accessibility of our offering to the public. The management of park facilities increases user satisfaction. Visitor satisfaction is more strongly correlated with park maintenance than with equipment, programs, operating hours etc.

Graph 17 Barriers to visit recreational parks and green areas in Thessaloniki

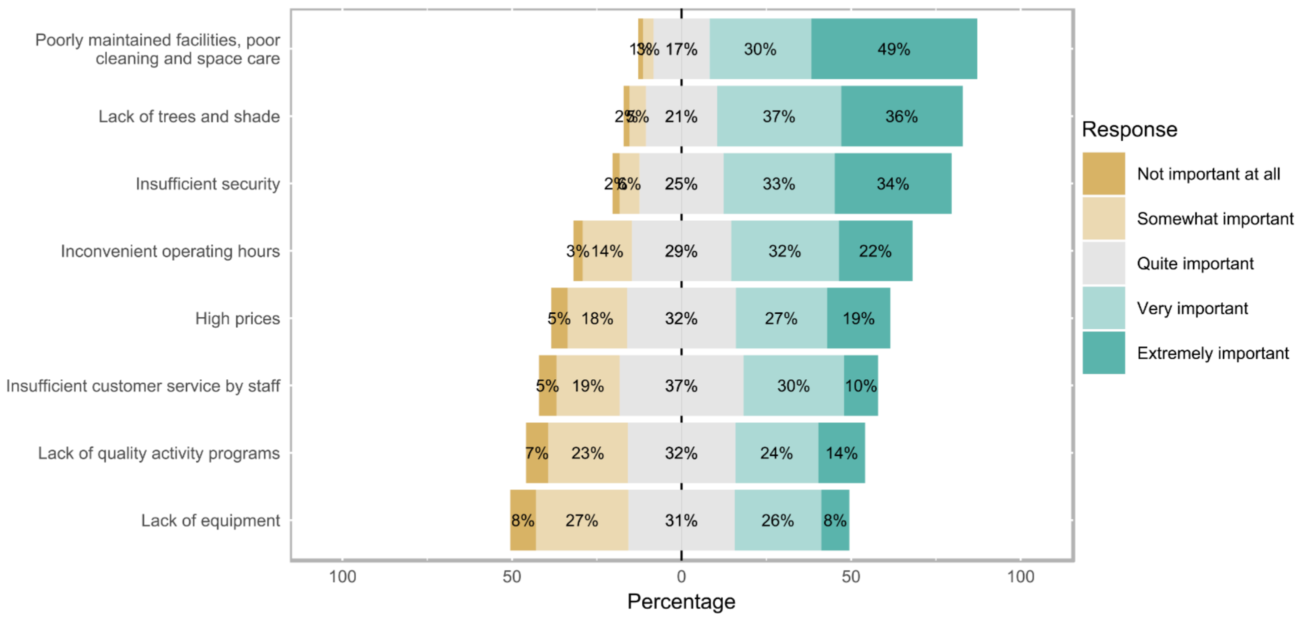


Table 19 Poorly maintained park facilities in Thessaloniki/By number of children

2.6.2 Poorly maintained facilities, poor cleaning and space care

Answers	*Number of Children* 0	1	2	3+	***Total***
Not important at all	1 0.6 %	0 0 %	0 0 %	3 18.8 %	4 1.4 %
Somewhat important	6 3.5 %	0 0 %	2 3.1 %	1 6.2 %	9 3.1 %
Quite important	31 18 %	5 13.5 %	10 15.4 %	2 12.5 %	48 16.6 %
Very important	55 32 %	14 37.8 %	17 26.2 %	1 6.2 %	87 30 %
Extremely important	79 45.9 %	18 48.6 %	36 55.4 %	9 56.2 %	142 49 %
Total	172 100 %	37 100 %	65 100 %	16 100 %	290 100 %

According to the table of answers the biggest concern is poorly maintained facilities, poor cleaning and space care, assessed as extremely important at a rate of 48.6% amongst households with 1 child and at a rate of 55.4% amongst households with 2 children.

Table 20 Lack of trees/By Age

2.6.6 Lack of trees and shade

Answers	*Age* 15-24	25-34	35-44	45-54	55+	***Total***
Not important at all	0 0 %	1 0.9 %	2 2.1 %	0 0 %	2 12.5 %	5 1.7 %
Somewhat important	1 5.3 %	6 5.5 %	5 5.3 %	1 1.9 %	1 6.2 %	14 4.8 %
Quite important	7 36.8 %	27 24.8 %	16 17 %	10 19.2 %	1 6.2 %	61 21 %
Very important	7 36.8 %	39 35.8 %	36 38.3 %	19 36.5 %	5 31.2 %	106 36.6 %
Extremely important	4 21.1 %	36 33 %	35 37.2 %	22 42.3 %	7 43.8 %	104 35.9 %
Total	19 100 %	109 100 %	94 100 %	52 100 %	16 100 %	290 100 %

Lack of trees and shade is the second most important element presented in the following table of answers that discourages the citizens of Thessaloniki from visiting parks and green spaces. In particular, the age groups 25-34, 35-44 and 45-54 at a rate of 33%, 37.2 and 42.3% respectively, assess this factor as extremely important.

Table 21 Insufficient Security/By Age of Children

2.6.3 Insufficient security

Answers	*Age Of Children* under 5 years	6-10 years	11-15 years	16-18 years	***Total***
Not important at all	4 6.9 %	0 0 %	0 0 %	0 0 %	4 1.8 %
Somewhat important	6 10.3 %	8 10.3 %	2 3.8 %	2 6.2 %	18 8.2 %
Quite important	9 15.5 %	13 16.7 %	8 15.4 %	13 40.6 %	43 19.5 %
Very important	13 22.4 %	22 28.2 %	20 38.5 %	9 28.1 %	64 29.1 %
Extremely important	26 44.8 %	35 44.9 %	22 42.3 %	8 25 %	91 41.4 %
Total	58 100 %	78 100 %	52 100 %	32 100 %	220 100 %

The third most important factor as presented in the following table is insufficient security especially in households that have children under 5 years of age with 44.8% of the responses having at least one child ranking this reason as extremely important, and 6-10 years of age with 42.3% of the responses having at least one child ranking this reason as extremely important.

Question 2.7 Please rate to what extent the following <u>personal</u> reasons discourage you from visiting recreation and leisure parks of the Thessaloniki area.

Key Findings

Another element that emerged from our survey are those <u>personal factors</u> or reasons that influence or discourage the preferences and attitudes of the residents of Thessaloniki regarding visiting the available recreation and leisure facilities.

<u>The most important factor in terms of park visitation appears to be time</u>, with time being the most important factor in terms of income (table 23) and in terms of gender (table 22) and the least important in terms of age.

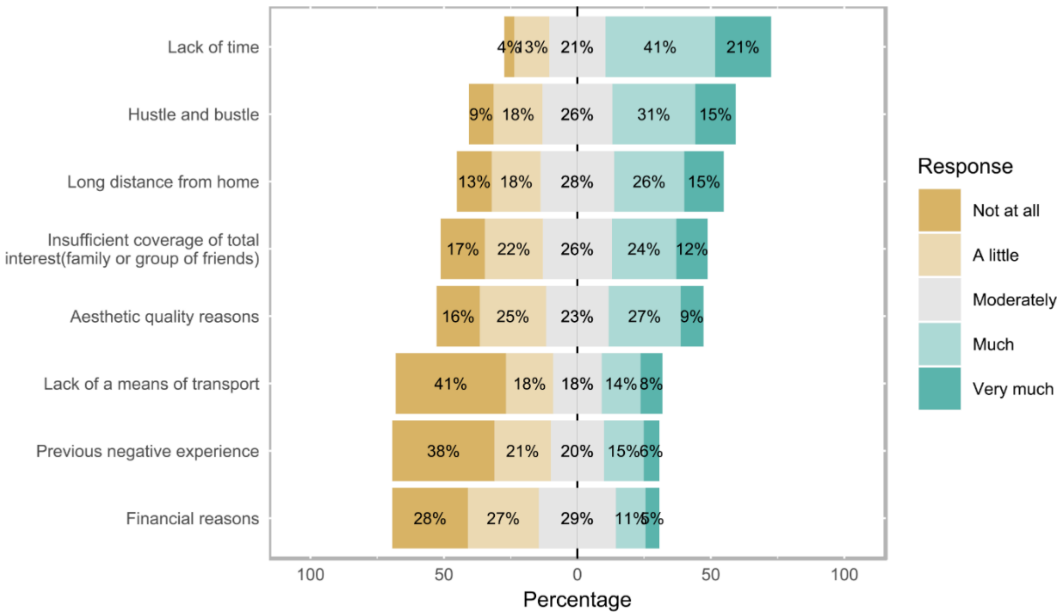
Of the eight reasons, the most important were:

(a) <u>lack of time</u> (62% of responses);

(b) <u>hustle and bustle</u> (46% of responses);

(c) <u>long distance from home</u> (41% of responses).

Graph 18 Personal reasons not to visit recreational parks and green areas in Thessaloniki



According to the table of answers, lack of time is an important constraint assessed as very discouraging amongst both the male and female population.

Table 22 Lack of time/by Gender

2.7.1 Lack of time

Answers	*Gender*		***Total***
	Male	Female	
Not at all	6 4.2 %	5 3.4 %	11 3.8 %
A little	17 11.9 %	21 14.3 %	38 13.1 %
Moderately	29 20.3 %	32 21.8 %	61 21 %
Much	55 38.5 %	64 43.5 %	119 41 %
Very much	36 25.2 %	25 17 %	61 21 %
Total	143 100 %	147 100 %	290 100 %

Income becomes more of a constraint in terms of time while it eases all other constraints that have been examined.

Table 23 Lack of time/By Income

2.7.1 Lack of time

Answers	*Income*					***Total***
	Under 500€	500-1000€	1001-2500€	2501-4000€	Over 4000€	
Not at all	2 11.8 %	0 0 %	5 3.4 %	3 8.8 %	1 3.7 %	11 3.8 %
A little	3 17.6 %	9 13.4 %	23 15.9 %	0 0 %	3 11.1 %	38 13.1 %
Moderately	3 17.6 %	18 26.9 %	21 14.5 %	9 26.5 %	10 37 %	61 21 %
Much	8 47.1 %	23 34.3 %	70 48.3 %	8 23.5 %	10 37 %	119 41 %
Very much	1 5.9 %	17 25.4 %	26 17.9 %	14 41.2 %	3 11.1 %	61 21 %
Total	17 100 %	67 100 %	145 100 %	34 100 %	27 100 %	290 100 %

2.4.3 SECTION 3 – OPINIONS & PREFERENCES ABOUT THE NEW PARK

Question 3.1 How often would you like to visit such a park?

Key Findings

In this question, the responses are extremely positive and encouraging. 91% of the participants would like to visit the new park from 2 to 5+ times a year.

Graph 19 Frequency of visit preferences all participants

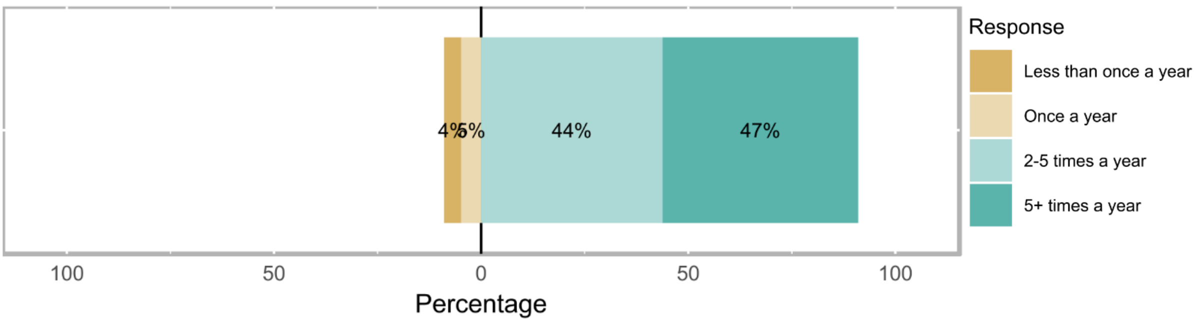


Table 24 Frequency of visit preferences by number of children

3.1 How often would you like to visit such a park?

Answers	*Gender* Male	Female	***Total***
Less than once a year	9 6.3 %	3 2 %	12 4.1 %
Once a year	5 3.5 %	9 6.1 %	14 4.8 %
2-5 times a year	67 46.9 %	60 40.8 %	127 43.8 %
5+ times a year	62 43.4 %	75 51 %	137 47.2 %
Total	143 100 %	147 100 %	290 100 %

Table 25 Frequency of visit preferences by Gender

3.1 How often would you like to visit such a park?

Answers	*Number of Children* 0	1	2	3+	***Total***
Less than once a year	8 4.7 %	0 0 %	2 3.1 %	2 12.5 %	12 4.1 %
Once a year	9 5.2 %	0 0 %	4 6.2 %	1 6.2 %	14 4.8 %
2-5 times a year	80 46.5 %	18 48.6 %	25 38.5 %	4 25 %	127 43.8 %
5+ times a year	75 43.6 %	19 51.4 %	34 52.3 %	9 56.2 %	137 47.2 %
Total	172 100 %	37 100 %	65 100 %	16 100 %	290 100 %

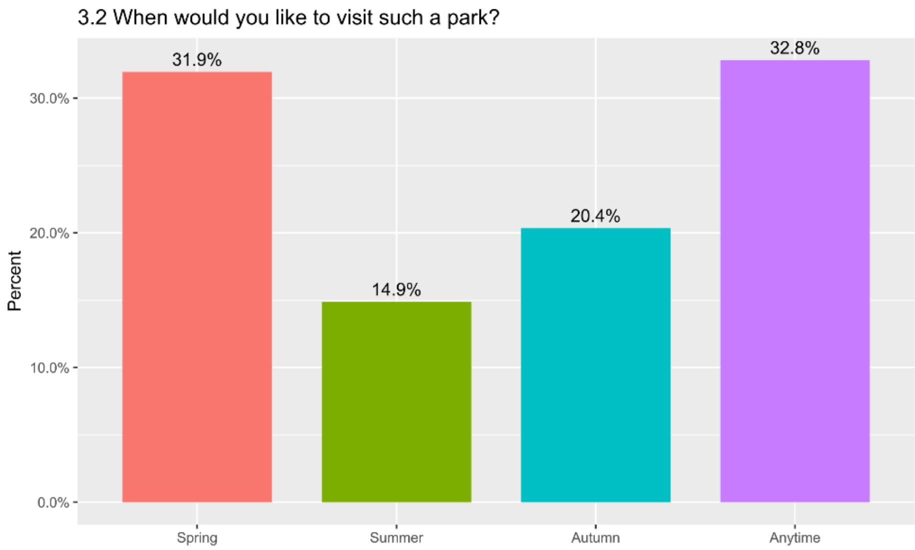
Question 3.2 When would you like to visit such a park?

Key findings

In this question we captured the preferences of the residents of Thessaloniki regarding the ideal season for a visit to the park. Spring (31.9%, 146 answers) and autumn (20.4%, 68 answers) are the most popular seasons according to the respondents.

It is worth noting that, 32.8% (150 answers) of participants would like to visit the park anytime. No serious variation in visiting preferences was found according to the demographic data examined. Looking at graph 20 and the corresponding table, there is a match on preferences among women and men.

Graph 20 Favorite season to visit



Graph 21 Favorite season to visit / by Gender

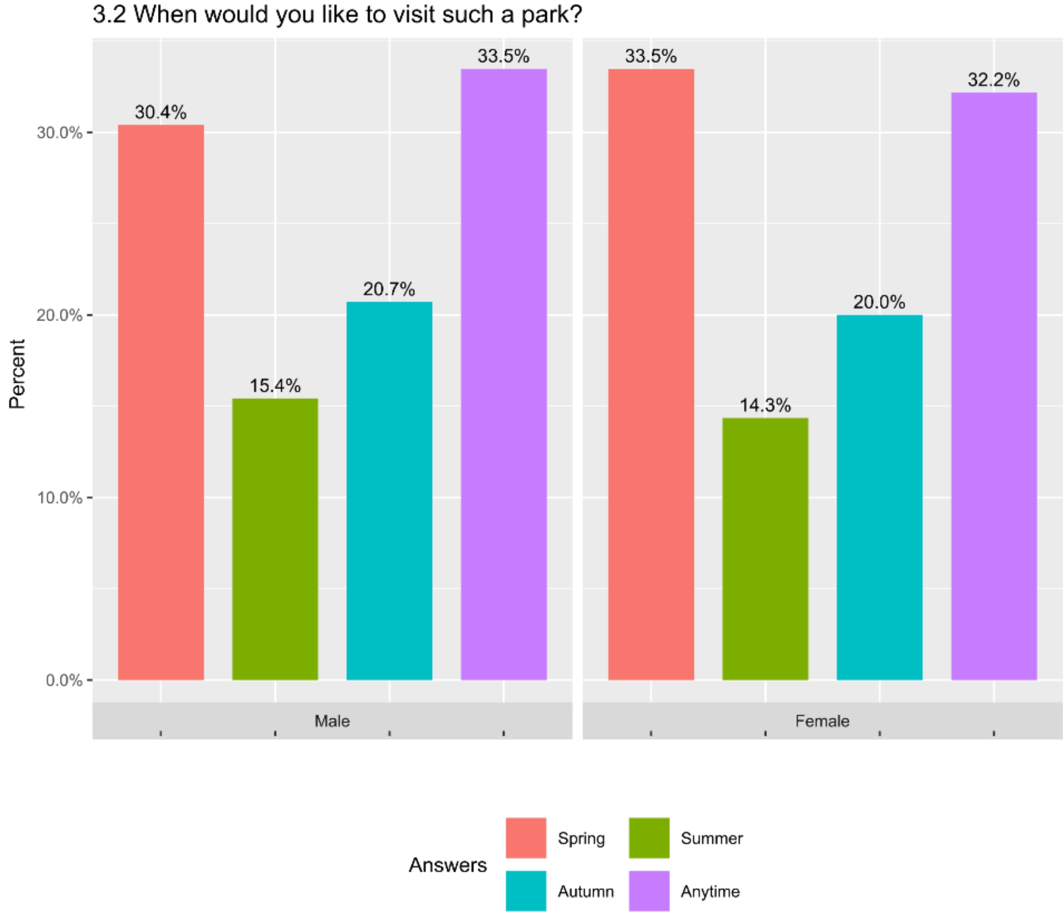


Table 26 Favorite season to visit/By Gender

3.2 When would you like to visit such a park?

Answers	*Gender* Male	Female	***Total***
Spring	69 30.4 %	77 33.5 %	146 31.9 %
Summer	35 15.4 %	33 14.3 %	68 14.9 %
Autumn	47 20.7 %	46 20 %	93 20.4 %
Anytime	76 33.5 %	74 32.2 %	150 32.8 %
Total	227 100 %	230 100 %	457 100 %

We find that group 25-34 prefers spring time with 37.8% with the most answers (62 responses) from all groups. While people in age group 45-54 are the most enthusiastic and would like to visit the park anytime.

Graph 22 Favorite season to visit/ By Age

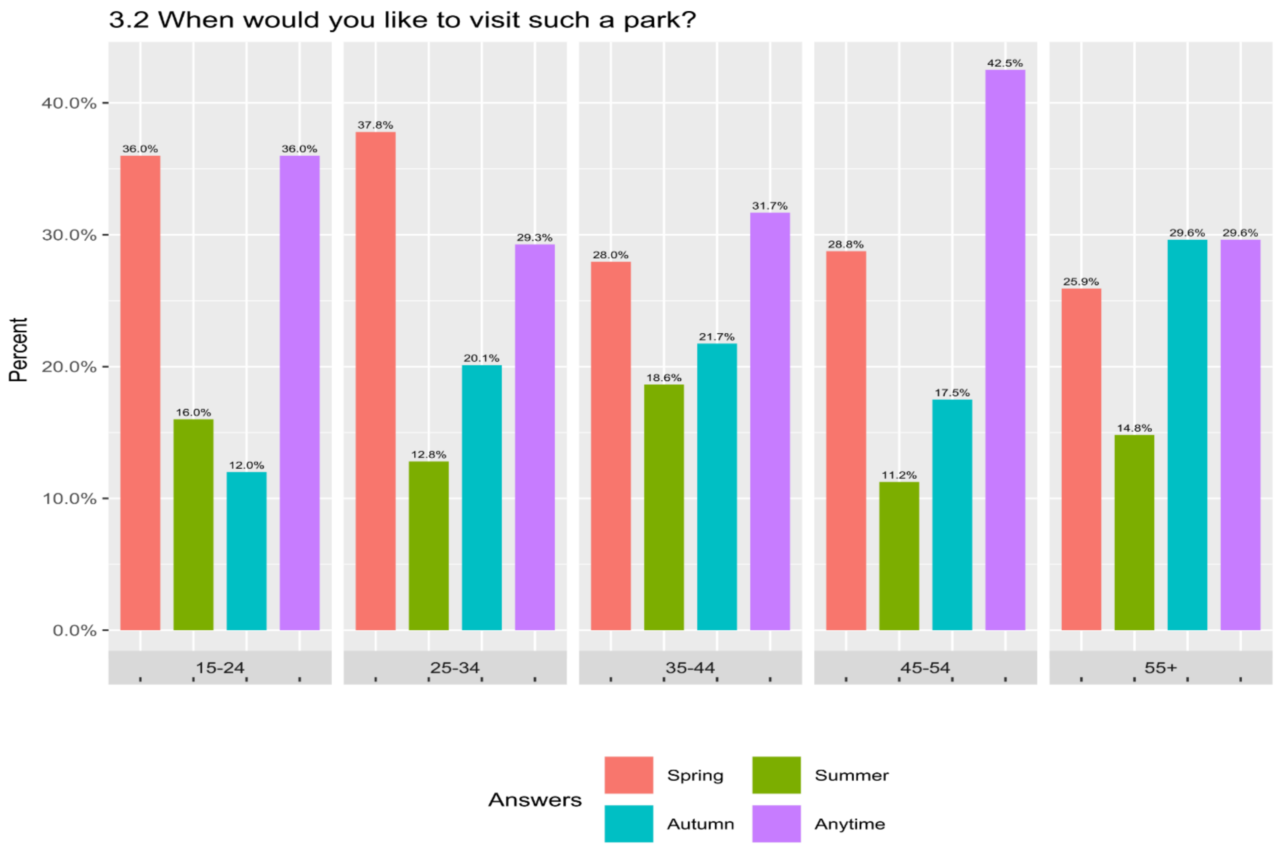


Table 27 Favorite season to visit/By Age

3.2 When would you like to visit such a park?

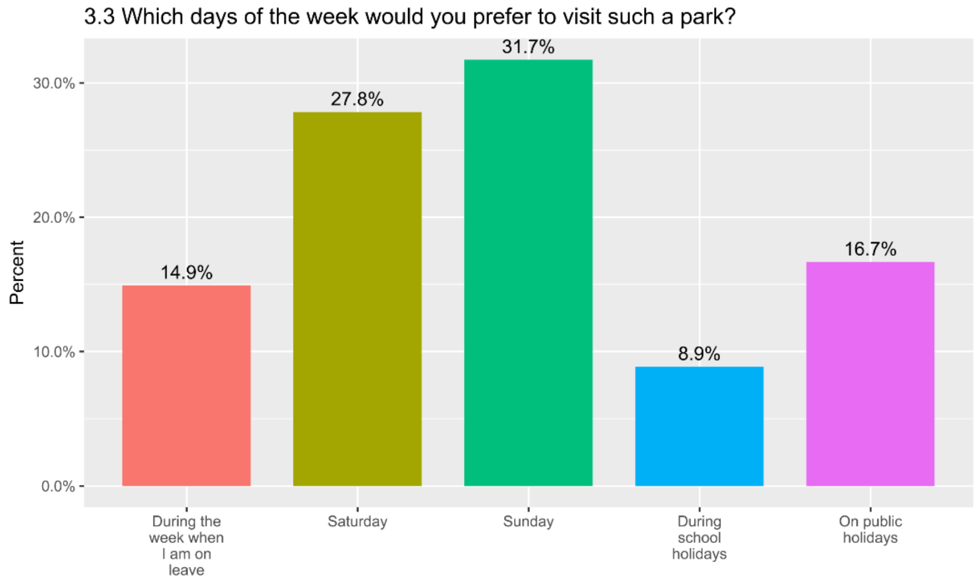
Answers	*Age* 15-24	25-34	35-44	45-54	55+	***Total***
Spring	9 36 %	62 37.8 %	45 28 %	23 28.7 %	7 25.9 %	146 31.9 %
Summer	4 16 %	21 12.8 %	30 18.6 %	9 11.2 %	4 14.8 %	68 14.9 %
Autumn	3 12 %	33 20.1 %	35 21.7 %	14 17.5 %	8 29.6 %	93 20.4 %
Anytime	9 36 %	48 29.3 %	51 31.7 %	34 42.5 %	8 29.6 %	150 32.8 %
Total	25 100 %	164 100 %	161 100 %	80 100 %	27 100 %	457 100 %

Question 3.3 Which days of the week would you prefer to visit such a park?

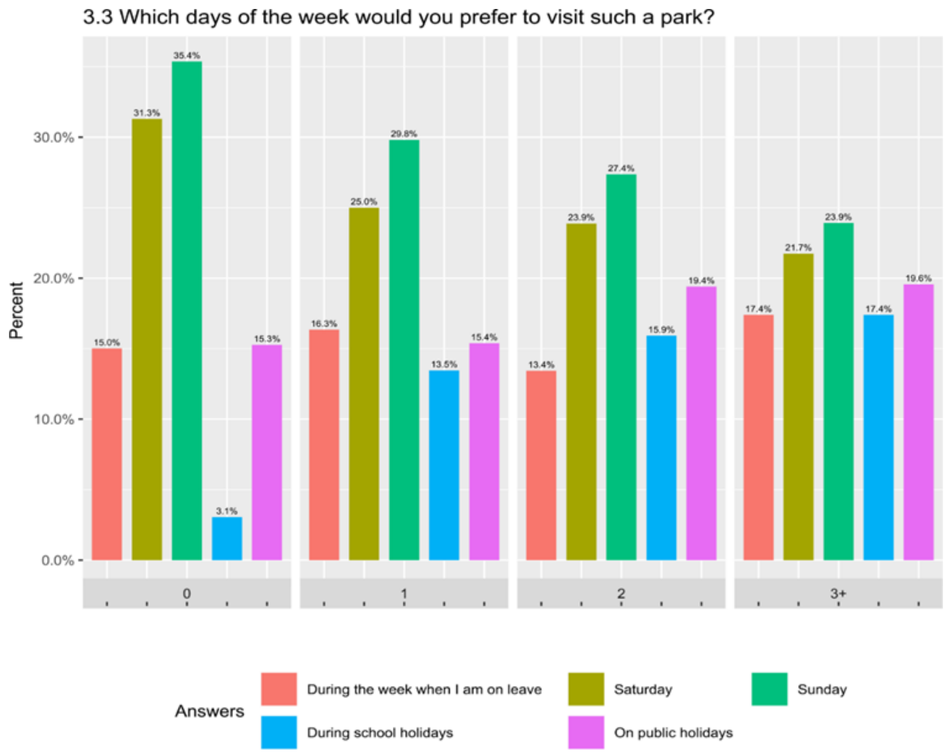
Key findings

As expected, weekend days give a cumulative 59.5% as the most popular choices among the participants of all demographic variables examined. Sundays collect 31.7% of the responses and Saturdays 27.8%. The third most popular choice is public holidays with a rate of 16.7%.

Graph 23 Favorite days to visit



Graph 24 Favorite days to visit/ By number of children



The preferences of all households with children follow roughly the same pattern.

Almost 50% of them choose weekend days, while their remaining answers are shared equally over the other three options.

Households without children who represent the majority in our sample, choose a little differently. They choose the days of the weekend again, but, with an even greater cumulative rate (65%).

Table 28 Favorite days to visit/By number of children

3.3 Which days of the week would you prefer to visit such a park?

Answers	*Children*				***Total***
	0	1	2	3+	
During the week when I am on leave	59 15 %	17 16.3 %	27 13.4 %	8 17.4 %	111 14.9 %
Saturday	123 31.3 %	26 25 %	48 23.9 %	10 21.7 %	207 27.8 %
Sunday	139 35.4 %	31 29.8 %	55 27.4 %	11 23.9 %	236 31.7 %
During school holidays	12 3.1 %	14 13.5 %	32 15.9 %	8 17.4 %	66 8.9 %
On public holidays	60 15.3 %	16 15.4 %	39 19.4 %	9 19.6 %	124 16.7 %
Total	393 100 %	104 100 %	201 100 %	46 100 %	744 100 %

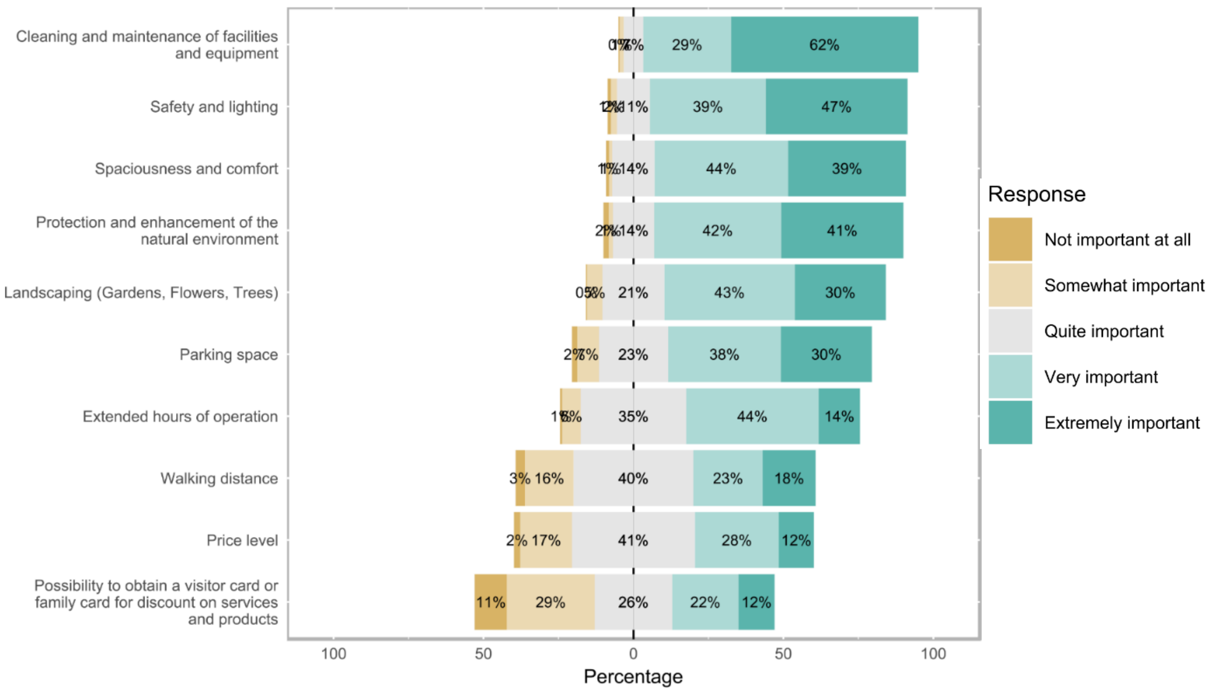
Question 3.4 Please rate the importance of the following in an outdoor recreational and leisure park.

Key findings

In this question we tried to distinguish the most decisive factors and the degree of importance with which these factors are evaluated by the residents of Thessaloniki.

It is obvious, as shown in the following diagram that the 3 most important factors are: (a) Cleaning and Maintenance of facilities (93% very important to extremely important), (b) Safety and Lighting (86% very important to extremely important), (c) Spaciousness and Comfort (83% very important to extremely important). These factors are the most important among all the demographic variables examined.

Graph 25 Important factors of the new park



Question 3.5 What are your expectations from an outdoor leisure park?

Key findings

In this question we have tried to reveal even more qualitative elements and emotions, deeper desires and expectations of the overall anticipated experience of future visitors to the park.

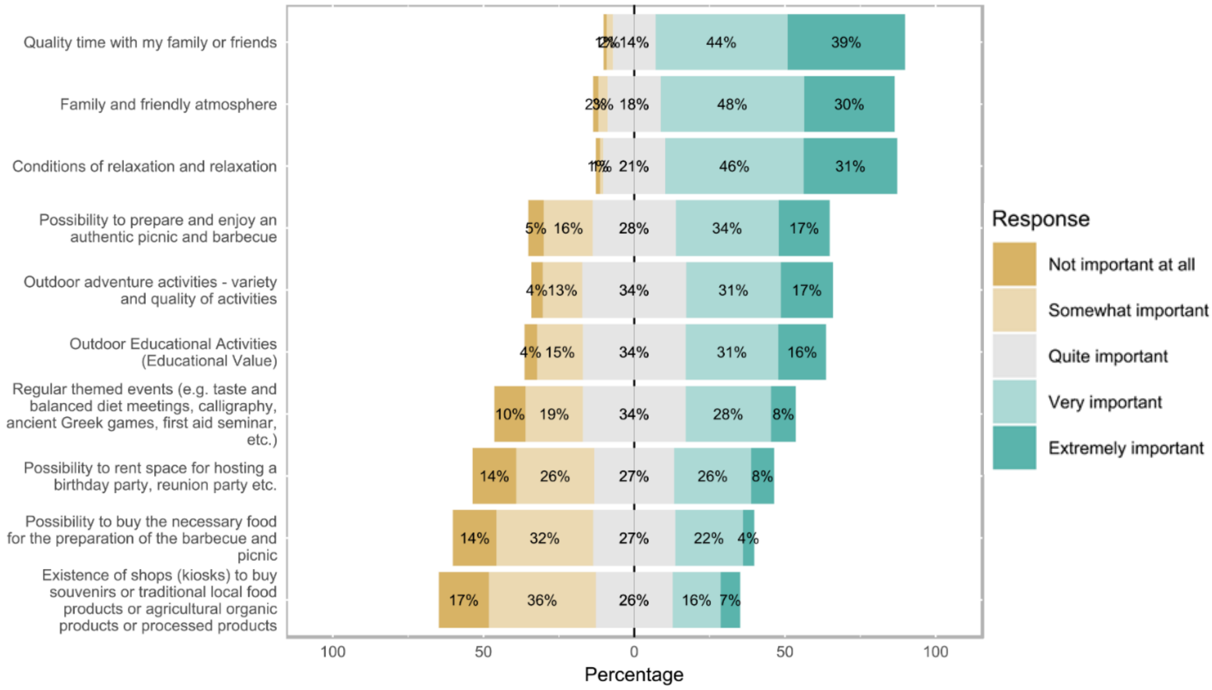
The three most important factors are:

(a) Quality time with my family or friends (83% very important to extremely important);

(b) Family and friendly atmosphere (78% very important to extremely important);

(c) Conditions of relaxation (77% very important to extremely important).

Graph 26 Expectations from the new park



Activities for children and teenagers

1. Sports

This part of the survey is very important as the activity planning by category will also be guided by the most popular answers. We consulted the participants (parents or non-parents) regarding the desired sporting activities for children after they were first informed that all sports, education and creative work programs would be designed and implemented by specialized animators, educators, trainers, musicians, and artists.

Question 3.6 Which of the following sports activities would you like?

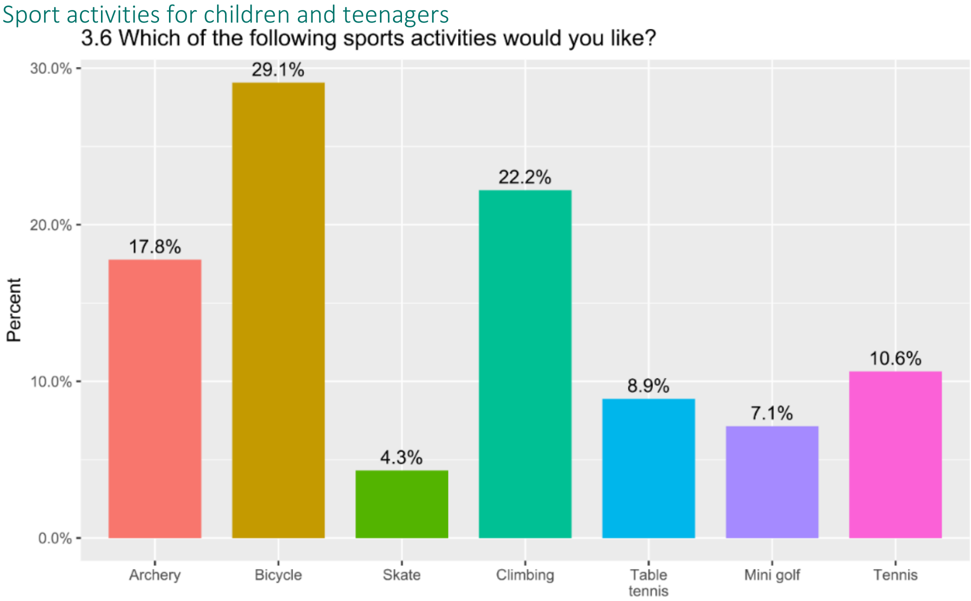
Key findings

While participants were urged to get the opinion of the children if there were any in the household, it needs to be said that the answers that were recorded are not the immediate preferences of the children.

The three most popular sports activities for children are: cycling, 29.1% with 216 answers, climbing, 22.2% with 165 answers and archery, 17.8% with 132 answers.

These results will be used in the design phase of the park. The 3 most popular activities should have enough capacity (bike trail length, demand capacity per activity etc.) to meet estimated demand. In addition, these activities will be considered in communication and marketing planning and be heavily advertised and promoted.

Graph 27 Sport activities for children and teenagers



The popularity of the three sporting activities (Cycling, climbing, archery) is found in almost the same proportion (graph 28 and corresponding table) in all households whether they have one child, 2 children, 3 + children or no children.

Graph 28 Sport activities for children and teenagers/By Number of Children

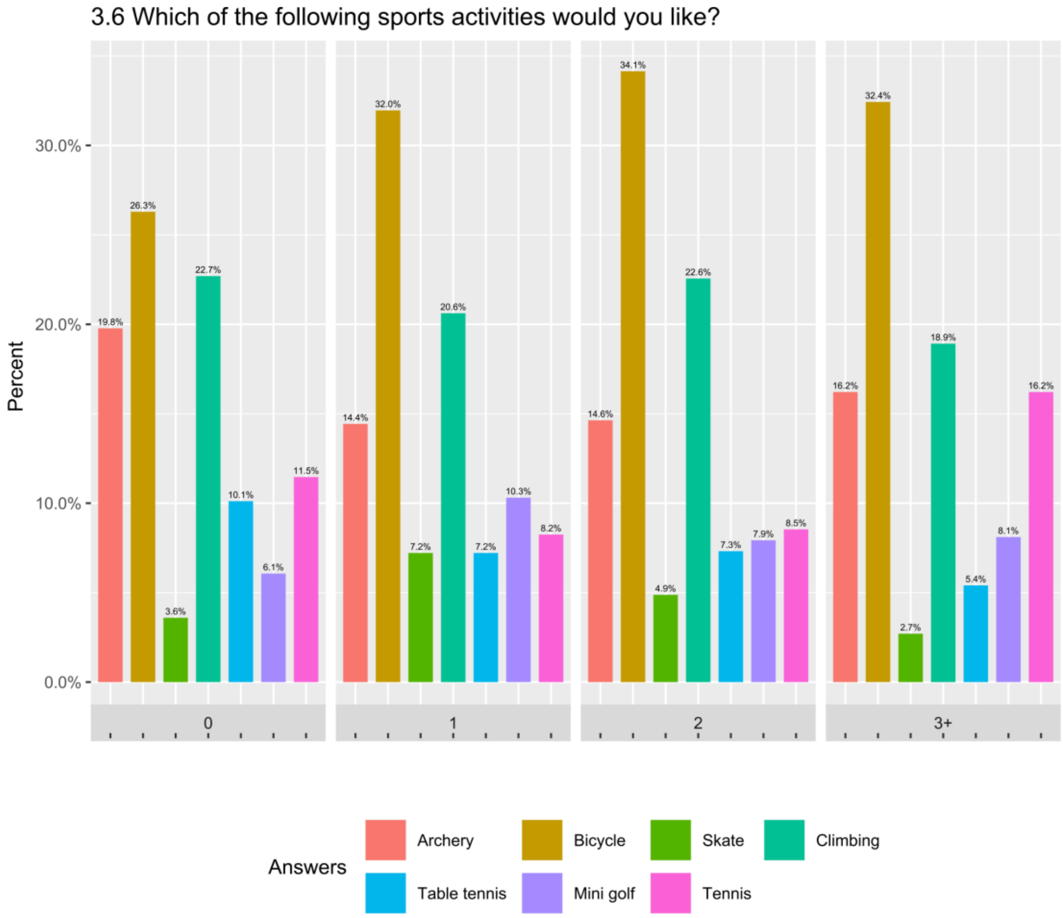


Table 29 Sport activities for children and teenagers/By Number of Children

3.6 Which of the following sports activities would you like?

Answers	*Children* 0	1	2	3+	***Total***
Archery	88 19.8 %	14 14.4 %	24 14.6 %	6 16.2 %	132 17.8 %
Bicycle	117 26.3 %	31 32 %	56 34.1 %	12 32.4 %	216 29.1 %
Skate	16 3.6 %	7 7.2 %	8 4.9 %	1 2.7 %	32 4.3 %
Climbing	101 22.7 %	20 20.6 %	37 22.6 %	7 18.9 %	165 22.2 %
Table tennis	45 10.1 %	7 7.2 %	12 7.3 %	2 5.4 %	66 8.9 %
Mini golf	27 6.1 %	10 10.3 %	13 7.9 %	3 8.1 %	53 7.1 %
Tennis	51 11.5 %	8 8.2 %	14 8.5 %	6 16.2 %	79 10.6 %
Total	445 100 %	97 100 %	164 100 %	37 100 %	743 100 %

It is interesting that activities such as **skating** do not have a significant interest among the participants, despite the number of children, taking the last position (4.3%, 32 answers), possibly due to the connection of such activities with urban environments.

2. Recreation and leisure activities

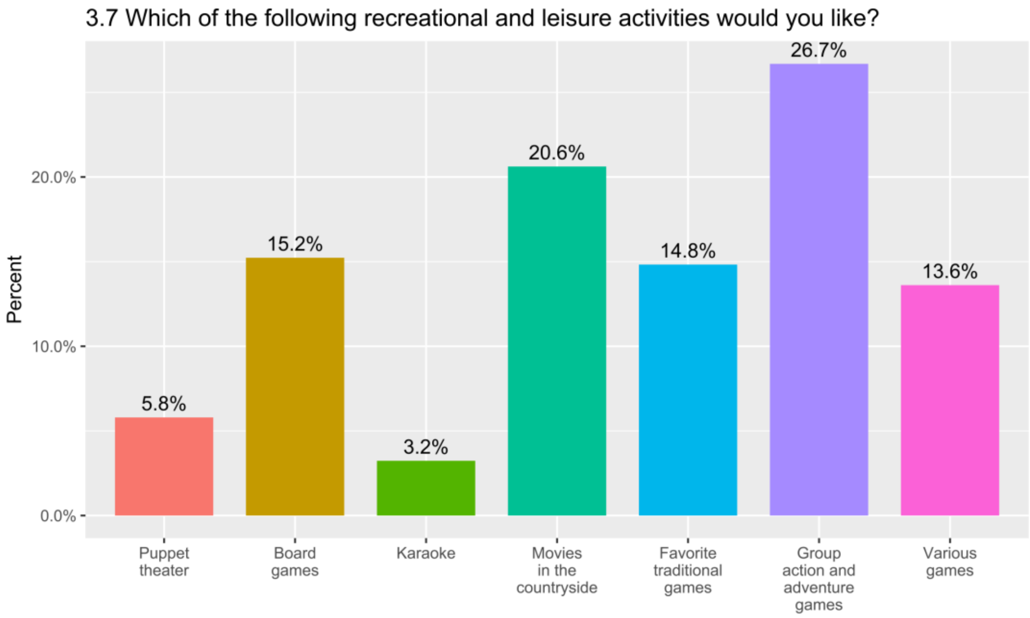
Question 3.7 Which of the following recreational and leisure activities would you like to see?

Key findings

The three most popular recreational activities for children are: group action and adventure games such as treasure hunting, forest play, the Labyrinth, 26.7% with 198 answers, movies in the countryside, 20.6% with 153 answers and board games, 15.2% with 113 answers.

These results again will be used in the design phase of the park. The three most popular activities should have sufficient capacity to meet the demand. In addition, these activities will be considered in communication and marketing planning and be heavily advertised and promoted.

Graph 29 Recreational activities for children



3. Educational and creative activities

Question 3.8 Which of the following recreational and leisure activities would you like?

Key findings

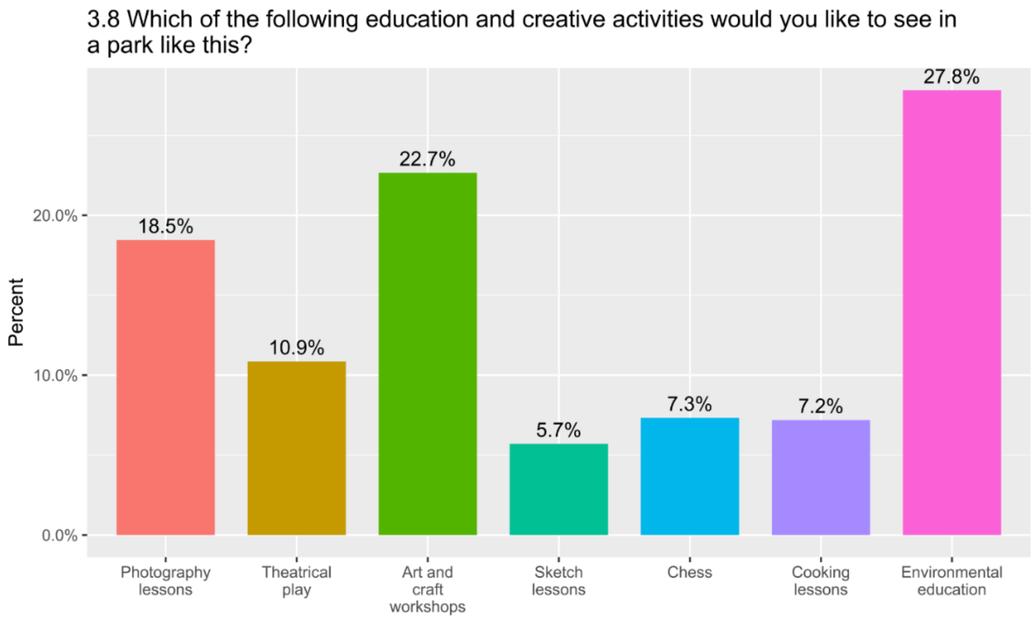
The three most popular educational and creative activities for children are:

1. Environmental Education such as plant life cycle, insect observation, bird observation, liquid and solid waste management / water cycle, 27.8% with 205 answers;

2. Art and Crafts workshops, 22.7% with 167 answers;

3. Photography, 18.5% with 136 answers.

Graph 30 Education and Creative Activities for children



The popularity of the three education and creative activities (Environmental education, Art and Craft workshops, Photography) is found in almost the same proportion (graph 31 and corresponding table) in all income categories.

Graph 31 Education and Creative Activities for children/By Income

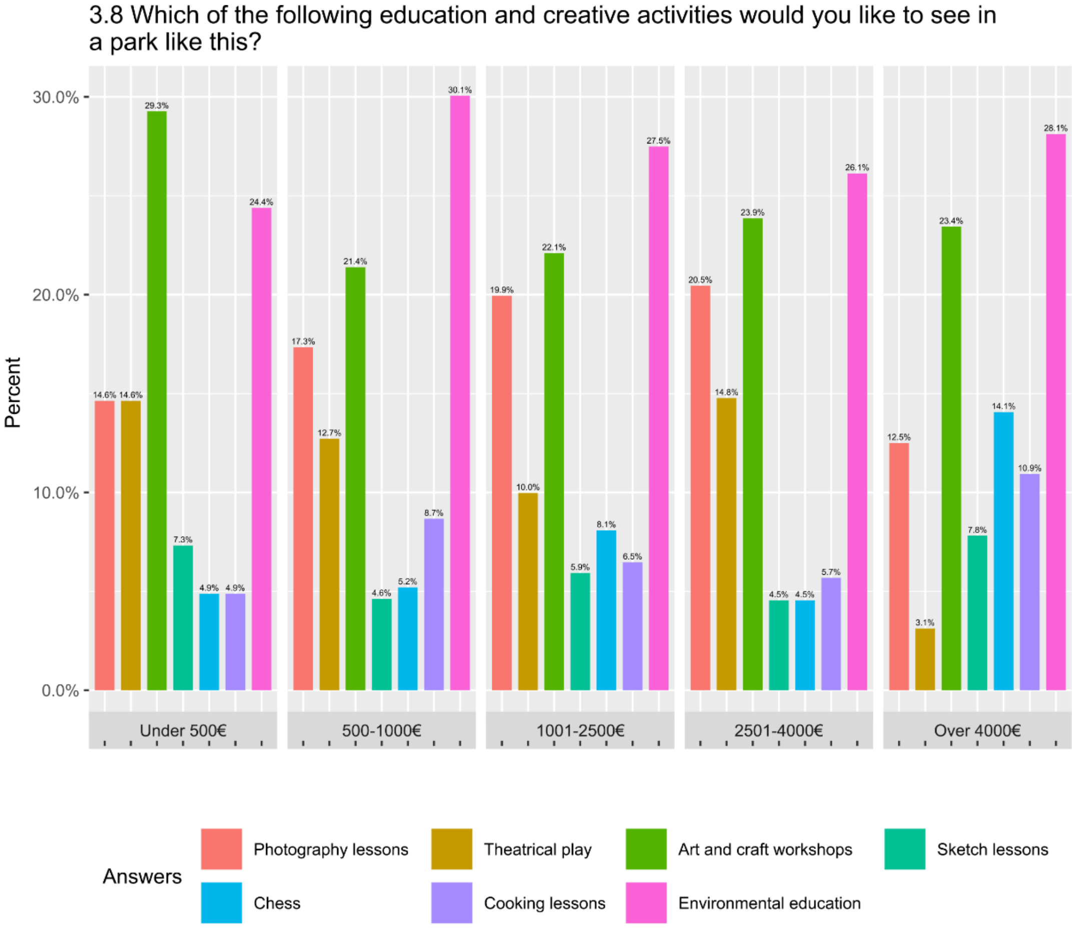


Table 30 Education and Creative Activities for children/By Income

3.8 Which of the following education and creative activities would you like to see in a park like this?

Answers	Income Under 500€	 500-1000€	 1001-2500€	 2501-4000€	 Over 4000€	***Total***
Photography lessons	6 14.6 %	30 17.3 %	74 19.9 %	18 20.5 %	8 12.5 %	136 18.5 %
Theatrical play	6 14.6 %	22 12.7 %	37 10 %	13 14.8 %	2 3.1 %	80 10.9 %
Art and craft workshops	12 29.3 %	37 21.4 %	82 22.1 %	21 23.9 %	15 23.4 %	167 22.7 %
Sketch lessons	3 7.3 %	8 4.6 %	22 5.9 %	4 4.5 %	5 7.8 %	42 5.7 %
Chess	2 4.9 %	9 5.2 %	30 8.1 %	4 4.5 %	9 14.1 %	54 7.3 %
Cooking lessons	2 4.9 %	15 8.7 %	24 6.5 %	5 5.7 %	7 10.9 %	53 7.2 %
Environmental education	10 24.4 %	52 30.1 %	102 27.5 %	23 26.1 %	18 28.1 %	205 27.8 %
Total	41 100 %	173 100 %	371 100 %	88 100 %	64 100 %	737 100 %

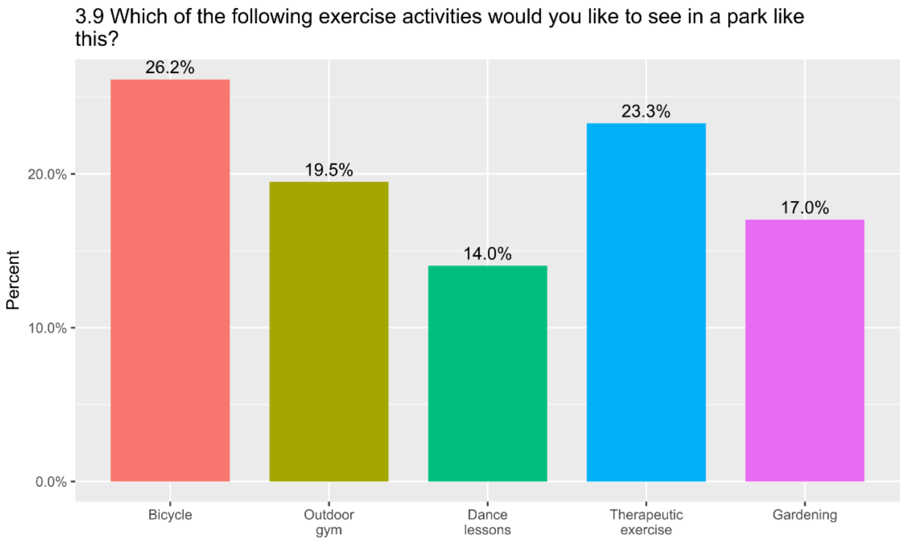
Activities for adults

1. Exercise and Fitness

Question 3.9 Which of the following exercise activities would you like to see in a park like this?

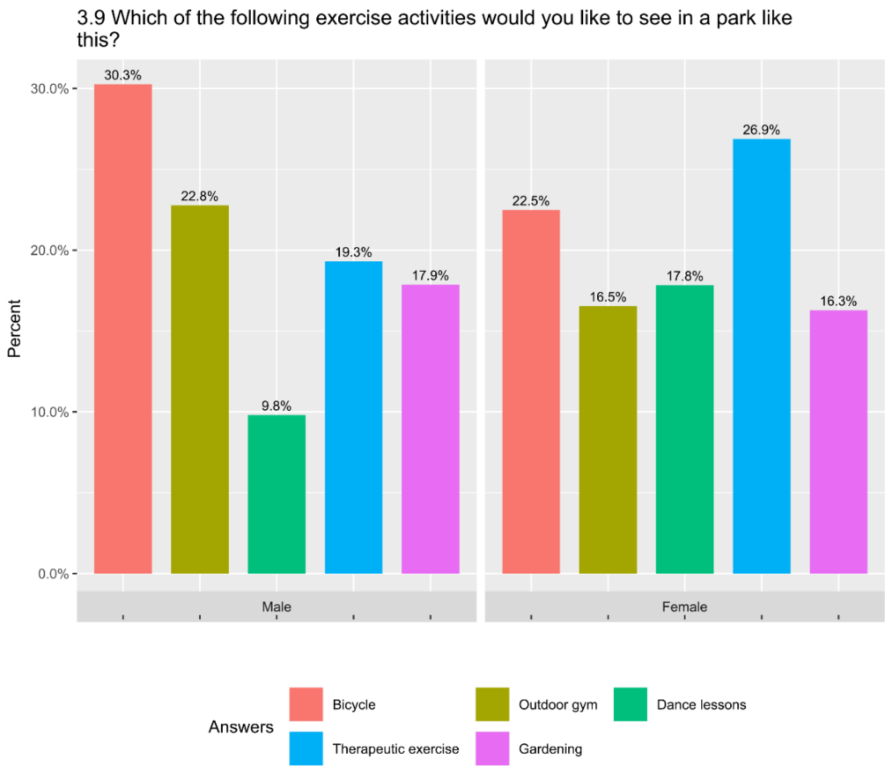
Key findings

Graph 32 Exercise and fitness activities for adults



The three most popular exercise activities for adults are: 1. Cycling, 27.8% with 192 answers; 2. Therapeutic exercise, 23.3% with 171 answers; 3. Outdoor gym, 19.5% with 143 answers.

Graph 33 Exercise and fitness activities for adults/By Gender



Looking at the graph based on gender, some useful conclusions are drawn. The first choice of men (30.3%) is cycling, while women (26.9%) choose therapeutic exercise. Outdoor gym (22.8%) is the second most popular exercise activity for men while for women (22.5%) it is cycling.

Some activities, such as cycling, are primarily the most popular choice in the age range 35-44 and secondarily for ages of 45-54 while therapeutic exercise is extremely popular in younger ages (15-24 and 25-34). Outdoor Gym is a more popular activity for younger ages (15-24 and 25-34) but surprisingly also for older adults (55+).

Finally, as expected, dancing is a more widespread choice among young people (15-24) while gardening is low in all age categories.

Graph 34 Exercise and fitness activities for adults/By Age

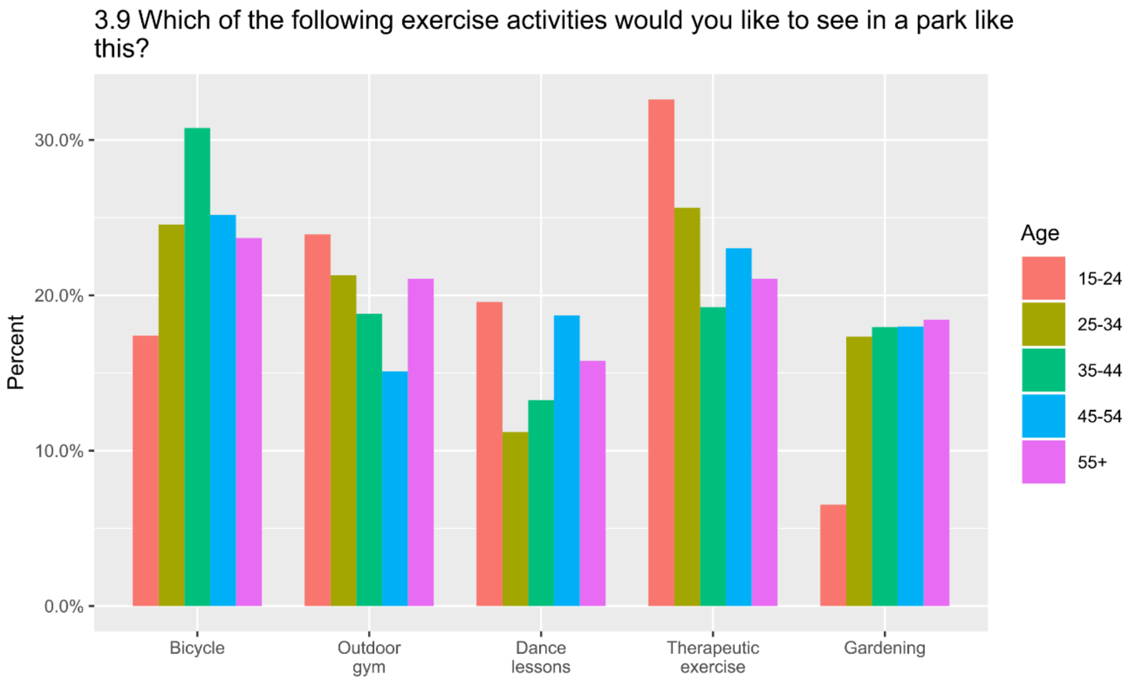


Table 31 Exercise and fitness activities for adults/By Age

3.9 Which of the following exercise activities would you like to see in a park like this?

Answers	*Age* 15-24	25-34	35-44	45-54	55+	***Total***
Bicycle	8 17.4 %	68 24.5 %	72 30.8 %	35 25.2 %	9 23.7 %	192 26.2 %
Outdoor gym	11 23.9 %	59 21.3 %	44 18.8 %	21 15.1 %	8 21.1 %	143 19.5 %
Dance lessons	9 19.6 %	31 11.2 %	31 13.2 %	26 18.7 %	6 15.8 %	103 14 %
Therapeutic exercise	15 32.6 %	71 25.6 %	45 19.2 %	32 23 %	8 21.1 %	171 23.3 %
Gardening	3 6.5 %	48 17.3 %	42 17.9 %	25 18 %	7 18.4 %	125 17 %
Total	46 100 %	277 100 %	234 100 %	139 100 %	38 100 %	734 100 %

2. Recreation and entertainment

Question 3.10 Which of the following recreational and entertainment activities would you like to see in a park like this?

Key findings

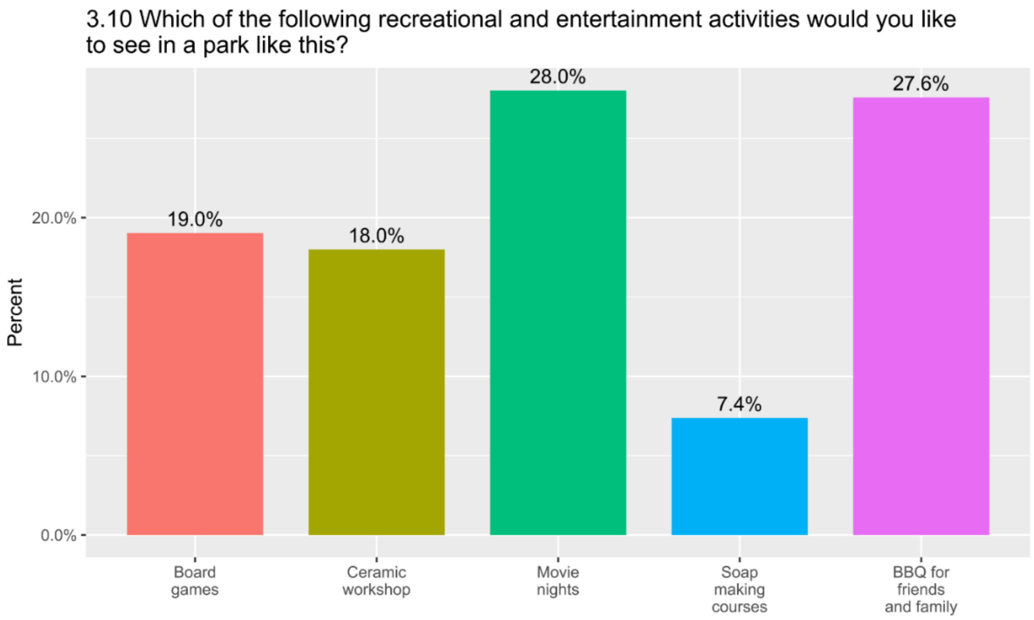
The three most popular recreational and entertainment activities for adults are:

(a) Movie nights, 28% with 190 answers;

(b) BBQ for friends and family, 27.6% with 187 answers;

(c) Board games and ceramic workshops both share the third most popular choice with 19% and 18% respectively.

Graph 35 Recreation & Entertainment Activities for adults



Looking at graph 36 and the corresponding table of answers, Movie Nights is the most popular activity for young people aged 15-24 and 25-34 as well as the barbecue with friends and family. These categories of households probably include a majority of new couples or singles.

Board games is very popular among adults aged 35-44 and older adults 55+, perhaps because these people mostly value relaxation and socializing. Ceramic workshops activity is primarily most popular to adults aged 45-54 and secondarily to adults aged 35-44.

Graph 36 Recreation & Entertainment Activities for adults/By Age

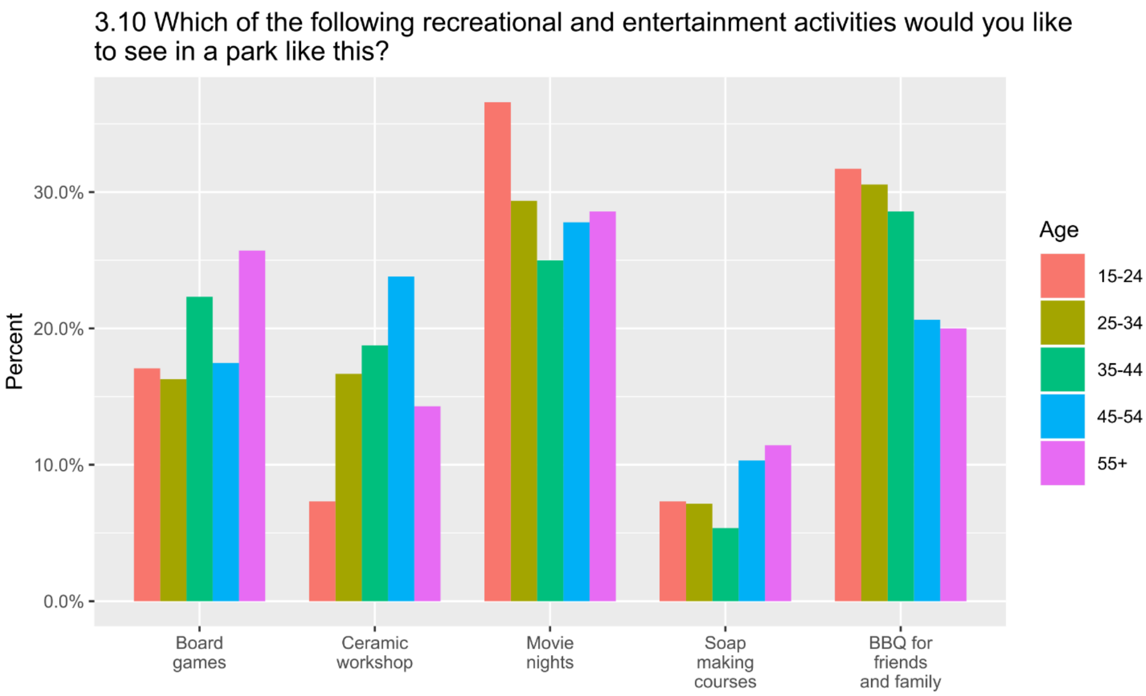


Table 32 Recreation & Entertainment Activities for adults/By Age

3.10 Which of the following recreational and entertainment activities would you like to see in a park like this?

Answers	*Age* 15-24	25-34	35-44	45-54	55+	***Total***
Board games	7 17.1 %	41 16.3 %	50 22.3 %	22 17.5 %	9 25.7 %	129 19 %
Ceramic workshop	3 7.3 %	42 16.7 %	42 18.8 %	30 23.8 %	5 14.3 %	122 18 %
Movie nights	15 36.6 %	74 29.4 %	56 25 %	35 27.8 %	10 28.6 %	190 28 %
Soap making courses	3 7.3 %	18 7.1 %	12 5.4 %	13 10.3 %	4 11.4 %	50 7.4 %
BBQ for friends and family	13 31.7 %	77 30.6 %	64 28.6 %	26 20.6 %	7 20 %	187 27.6 %
Total	41 100 %	252 100 %	224 100 %	126 100 %	35 100 %	678 100 %

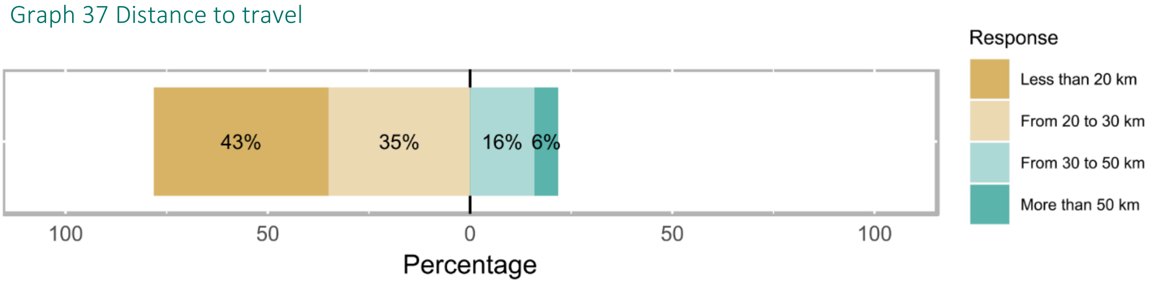
Question 3.11 What distance would you be willing to travel to find yourself in a park like this?

Key findings

Most of the responses are concentrated in the answers: less than 20 km and from 20-30 km. These two responses have accumulated 78% of the overall responses.

This percentage represents and expresses the tendency of a large part of the population for nearby distances and travel nowadays. We are obliged to take this view seriously in the selection of the site that the park will be located. No serious differences were found among the demographic information examined.

Graph 37 Distance to travel



Question 3.12 How much would you be willing to spend (per person) to find yourself in a park like this?

Key findings

Although the responses to this question are somewhat daunting at first glance, we should consider that the participants have intuitively calculated the total cost of their household as well as the cost of going to the park. For example, for a household with 4 members, the approximate total cost for a day-trip to the park at a 10€ cost per person, plus the transportation cost would be 60€ -70€ or 6% of a monthly income of €1,000.

The result is also indicative of the financial situation and the available income for recreation of the average Greek household.

Graph 38 Cost Per person

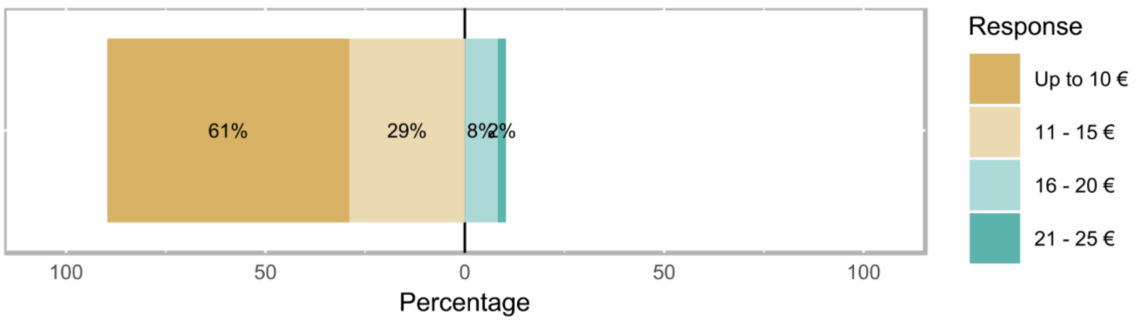


Table 33 Cost Per person/By Age

3.12 How much would you be willing to spend (per person) to find yourself in a park like this?

Answers	*Age* 15-24	25-34	35-44	45-54	55+	***Total***
Up to 10 €	9 47.4 %	55 50.5 %	69 73.4 %	31 59.6 %	12 75 %	176 60.7 %
11 - 15 €	8 42.1 %	41 37.6 %	21 22.3 %	11 21.2 %	3 18.8 %	84 29 %
16 - 20 €	2 10.5 %	11 10.1 %	3 3.2 %	8 15.4 %	0 0 %	24 8.3 %
21 - 25 €	0 0 %	2 1.8 %	1 1.1 %	2 3.8 %	1 6.2 %	6 2.1 %
Total	19 100 %	109 100 %	94 100 %	52 100 %	16 100 %	290 100 %

Based on age categories we found that an aggregate 60.7% of responses were willing to pay up to the amount of €10 per person. The highest concentration of this answer is found in age category 35-44 with 73.4%.

29% of the sample population would be willing to spend from 11-15€, with 37.6% in the age category 25-34.

Table 34 Cost Per person/By Number of Children

3.12 How much would you be willing to spend (per person) to find yourself in a park like this?

Answers	*Number of Children* 0	1	2	3+	***Total***
Up to 10 €	98 57 %	24 64.9 %	44 67.7 %	10 62.5 %	176 60.7 %
11 - 15 €	54 31.4 %	9 24.3 %	17 26.2 %	4 25 %	84 29 %
16 - 20 €	17 9.9 %	3 8.1 %	4 6.2 %	0 0 %	24 8.3 %
21 - 25 €	3 1.7 %	1 2.7 %	0 0 %	2 12.5 %	6 2.1 %
Total	172 100 %	37 100 %	65 100 %	16 100 %	290 100 %

With respect to size of households, the situation remains the same. Most households, with rates ranging from 57%-67.7%, are willing to pay up to €10 per person.

A significant part of the household sample (29%) with 0 to 3+ children would spend 11-15€ per person. <u>Hence, it is important that this part of the population is identified, with the services of the park be promoted accordingly to them.</u>

Table 35 Cost Per person/By Income

3.12 How much would you be willing to spend (per person) to find yourself in a park like this?

Answers	*Income* Under 500€	500-1000€	1001-2500€	2501-4000€	Over 4000€	***Total***
Up to 10 €	12 70.6 %	38 56.7 %	88 60.7 %	23 67.6 %	15 55.6 %	176 60.7 %
11 - 15 €	5 29.4 %	24 35.8 %	41 28.3 %	7 20.6 %	7 25.9 %	84 29 %
16 - 20 €	0 0 %	3 4.5 %	13 9 %	3 8.8 %	5 18.5 %	24 8.3 %
21 - 25 €	0 0 %	2 3 %	3 2.1 %	1 2.9 %	0 0 %	6 2.1 %
Total	17 100 %	67 100 %	145 100 %	34 100 %	27 100 %	290 100 %

One would expect that to a large extent monthly income would determine the amount a household would spend to visit such a park.
However, the answers give no clear link between the available amount of money to spend by person and the amount of monthly income. There is a percentage of the sample population in the lowest income ranges, 500-1,000€ (35.8%) and 1,001-2,500€ (28.3%), which is willing to spend the slightly higher rate of 11-15€ which would seem to value the benefits of this park.

2.4.4 SECTION 4 – COMMUNICATION MIX

Question 4.1 Which of the following ways of communication would it be more effective to reach you, to let you know about the new recreation and leisure park?

Key findings

The presentation concludes with the last question regarding the park's communication. No surprise was created by the answers which showed that most of the participants largely chose social media networks (30.3%), website advertisement (19.3%) and local radio stations of Thessaloniki (13.7%).

Graph 39 Communication mix

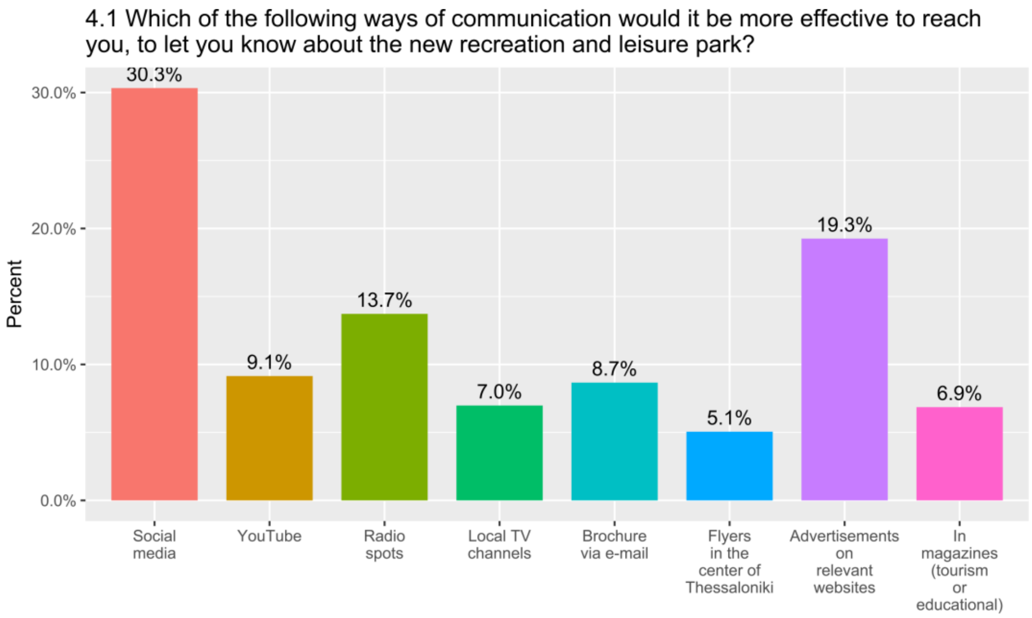


Table 36 Communication mix/By Age

4.1 Which of the following ways of communication would it be more effective to reach you, to let you know about the new recreation and leisure park?

Answers	*Age* 15-24	25-34	35-44	45-54	55+	*Total*
Social media	19 30.6 %	96 30.1 %	80 30.1 %	42 29.4 %	15 36.6 %	252 30.3 %
YouTube	6 9.7 %	30 9.4 %	28 10.5 %	9 6.3 %	3 7.3 %	76 9.1 %
Radio spots	10 16.1 %	44 13.8 %	35 13.2 %	20 14 %	5 12.2 %	114 13.7 %
Local TV channels	1 1.6 %	22 6.9 %	20 7.5 %	13 9.1 %	2 4.9 %	58 7 %
Brochure via e-mail	3 4.8 %	18 5.6 %	26 9.8 %	19 13.3 %	6 14.6 %	72 8.7 %
Flyers in the center of Thessaloniki	5 8.1 %	19 6 %	13 4.9 %	4 2.8 %	1 2.4 %	42 5.1 %
Advertisements on relevant websites	12 19.4 %	62 19.4 %	51 19.2 %	28 19.6 %	7 17.1 %	160 19.3 %
In magazines (tourism or educational)	6 9.7 %	28 8.8 %	13 4.9 %	8 5.6 %	2 4.9 %	57 6.9 %
Total	62 100 %	319 100 %	266 100 %	143 100 %	41 100 %	831 100 %

The expected popularity of social media with high rates (30.6%-36.6%) among all age categories is not surprising.

As a general conclusion, traditional media such as TV channels (7%), printed communication (5.1%) and magazines (6.9%) have little impact on almost all age categories.

3. INDUSTRY ANALYSIS

The contemporary business environment is characterized by increasing uncertainty and complexity, producing many types of risk. Uncertainty is no longer an exception; rather it has become the rule that dominates the decision-making process. Product proliferation has reached extreme levels, driven by the technological boom of our century.

Theme Parks[7] include businesses that operate several attractions such as mechanical rides, musical and theatrical shows, exhibits, picnic areas, water rides, arcades, etc. Most of the time the access to an Amusement and Theme Park comes with an entrance fee and sometimes visitors may have to pay additional fees for certain offered services. Other factors that play a significant role in the shaping of admission prices and attendance rates are competitors' actions, the weather conditions, government regulations and laws, the national economy, etc.

3.1 INDUSTRY TRENDS

In brief, the theme park industry has the following characteristics:

1. Demand is driven by consumer income.
2. Demand is partly linked to growth in local income and to tourist travel.
3. Amusement and thematic parks are relatively expensive entertainment; therefore, the number of customers declines during economic downturns.
4. Bad weather, or the threat of bad weather, can have a serious impact on attendance.
5. Theme parks compete for discretionary spending with other entertainment and leisure activities, including movie theaters, restaurants, sports events, and tourist attractions.
6. The profitability depends largely on good marketing.
7. Marketing is targeted at visitors. Visitor marketing includes outdoor display, broadcast, online, and print advertising, as well as direct mail and relationships with tourism and travel companies.

[7] According to the International Association of Amusement Parks and Attractions (IAAPA), global theme park spending is about $40 billion.

8. Social Media Initiatives — Social media channels can provide a way for institutions to connect with visitors before, after, and between visits, or to share valuable information with the public.

3.2 THE COMPETITION

We recognize as competition the following kinds of public and private venues:

1. Public playgrounds in the city of Thessaloniki. Public outdoors playgrounds offer passive recreation opportunities mainly to children therefore we don't recognize them as our main competition. Rather it is a substitute competition. About 50 local playgrounds exist in Thessaloniki and attract children daily. The Municipality of Thessaloniki proceeded with the certification of the 34 first playgrounds to gradually upgrade them, while there are immediate plans to certify the remaining 15 playgrounds as well as to create new ones. A list of public playgrounds is available in the appendices (Annex 4).

2. Private playgrounds, mainly indoors, in the city of Thessaloniki. There are about 20 indoor and 2-3 outdoor playgrounds in Thessaloniki that families visit occasionally for events such as birthday parties. These companies are small private companies for which it is difficult to get relevant information about revenues etc. Although private playgrounds appeal to common target audiences, i.e. families with children up to 8 years old we do not recognize them as our main competition due to the significant conceptual difference. A list of public playgrounds is available in the appendices (Annex 5).

3. Theme parks. ICAP data were used to find information about the relevant industry. We found 47 companies in Greece including six in the Thessaloniki area, of which Terra Familia & ktima Likno are examples. According to the available data the total Greek market is about 56.5 million euros.

Table 37 Competition

Location:	Number of Companies
Attica area	16
Thessaloniki area	6
Crete	10
Peloponnesus	3
Northern Greece	4
Aegean	4
Ionio	2
Epirus	4

Source: ("ICAP GROUP," 2018)

Only 12 of the above companies (28,6%) had commenced operation prior to 2000. The fact that 35 have started after then indicates the need of the market to create and provide new places for people to "escape" to from their current locations, routines, stress.

It is noticeable that 35 establishments are listed in the category of Amusement and Theme Parks and 5 of them in the category of Tourism. Although *Examily Park* has elements from both main industry categories, it aims at creating its own unique competition niche.

Through the websites of the above businesses, effort has been made to identify information related to the way in which each company generates revenue as well as the basic elements of operation and management. A list of the major companies with a brief description and business model is available in annex 6. Special reference is made to those companies that are most closely related to our business activity.

Below the main characteristics of our competitors' business models are briefly mentioned:

1. Theme parks try to attract families with children who prefer sedate rides and food, as well as young adults who prefer thrill rides.
2. To be competitive, the thematic park must create a clean, wholesome family atmosphere.
3. To expand the customer base, parks market to high-growth affinity groups, such as schools and older adults.
4. They offer discounted pricing or other incentives in order to drive higher attendance totals.

5. Most of the parks have special programs aimed at schools.
6. Some parks rent their facilities for corporate events or private parties. Admission fees vary widely.
7. Smaller companies compete by serving smaller markets.
8. Smaller businesses compete by concentrating on specialty topics, or by operating in a favorable location.
9. Admission fees account for about 20%. Other sources of revenue include sales of food and merchandise.
10. Internet marketing tactics include discounted online ticket sales and social media campaigns. Joint marketing efforts with corporations that sponsor events and exhibits are popular.

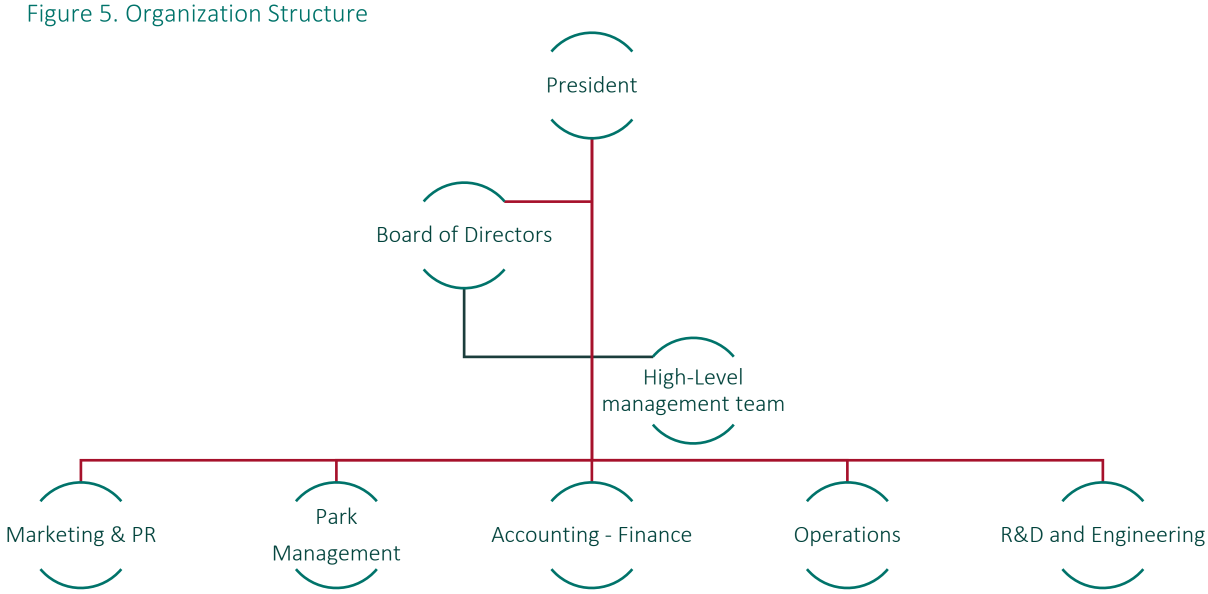
4. MANAGEMENT PLAN

4.1 THE TEAM

"The success of any new venture is strongly determined by the quality of the human capital it assembles, the knowledge, skills, talents, abilities of its cofounders and employees, and also the social capital these individuals possess - their reputations, social networks and relationships with others" (Baron, 2008, p. 137).

Being a non-profit organization, the organizational structure requires a board of directors and a president of the organization that will ensure the proper functioning of the organization. Besides those two layers in the hierarchy, the *EXAMILY PARK* will have a vertical (functional) organizational structure, with dedicated functional managers and functional teams. This team of managers will report directly to the board of directors, which will consist of the president, established academics, members of the management team, as well as distinguished members from regional political and social circles (Figure 5.).

Figure 5. Organization Structure

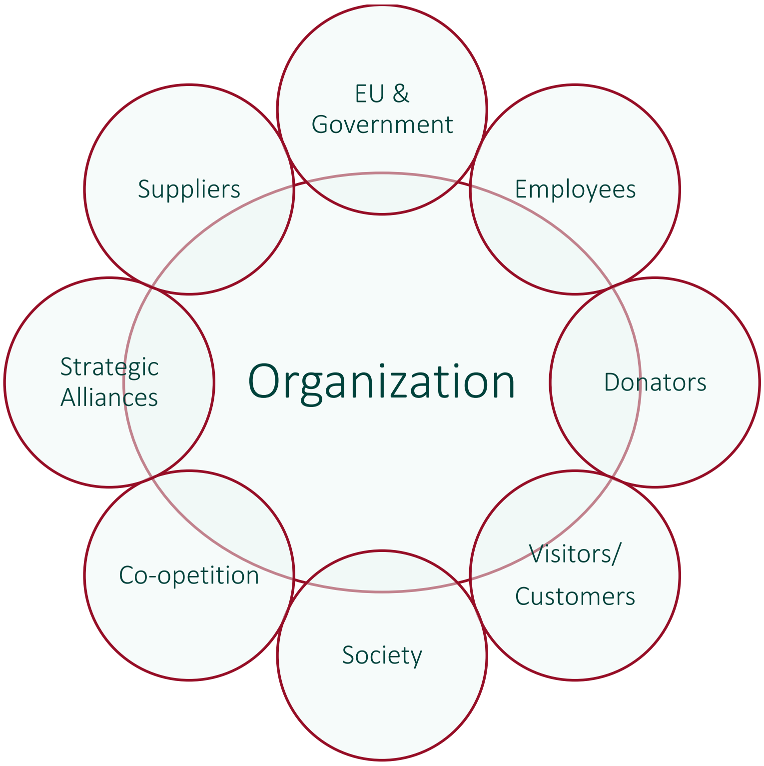


The founders and the ones that originally developed the vision for *EXAMILY*, are the ones that will be required to communicate this vision to all employees and ensure high levels of commitment towards the common goal. Furthermore, they need to be true leaders, but also facilitators, communicators and negotiators. They must ensure that the necessary processes are in place so that horizontal cooperation is achieved, and the problems/disadvantages of the vertical structure are reduced if not eliminated.

4.1.1 THE TEAM'S CONNECTIVITY

Furthermore, the high-level management, but also the board of directors, and the various vertical functions should not neglect evaluating their own position and taking care of all the stakeholders. The *EXAMILY PARK* is a dynamic organization with many interrelations that always need to be balanced (Figure 6).

Figure 6. Environment and Stakeholders



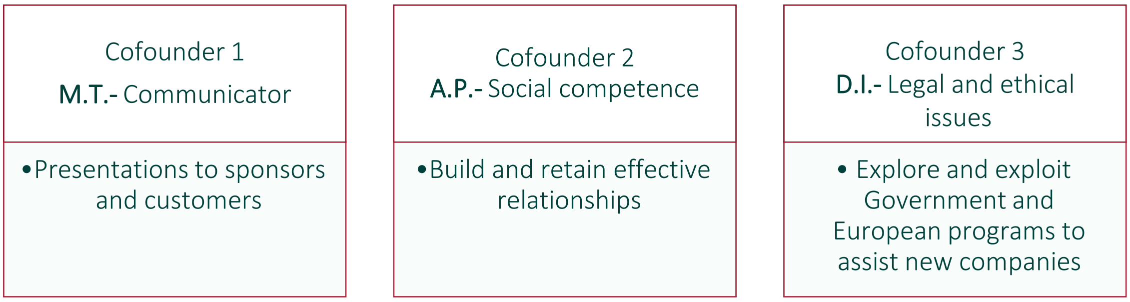
4.1.2 THE TEAM'S ABILITY

The cofounders of the *EXAMILY PARK* come from different fields and different career experiences. However, all three are parents who have faced the lack of authentic learning entertainment in the past.

Key strengths

Every founding team needs at least one good communicator who can make a strong and persuasive presentation to customers, sponsors, government and European officers, etc. And every founding team needs at least one person who is simply "good with other people" (Baron & Shane, 2008, p. 138). Furthermore, someone on the founding team should know about government and European programs designed to assist new companies and a basic knowledge of legal and ethical issues related to dealing with employees.

Figure 7. The founding team: key strengths



Cofounder's Profiles

Below is a short profile description of the three cofounders.

D.I. - Born in Thessaloniki, has a degree in economics from Aristotle University of Thessaloniki. In thirty years of professional experience (1988-2018), he has also been a managing director and consultant, in the field of strategic planning, marketing.

M.T. - Born in Athens, has a BSc in Chemical Engineering, graduated from National Technical University of Athens. A top performing senior professional with a solid academic background and over 17 years' experience in IT management, Project management and Business Analysis.

A.P - Born in Thessaloniki, BSc in European Business and Technology from Coventry University. Experienced sales manager with a demonstrated history of working in the field of communication. Skilled in Marketing Management, Negotiations and Business Planning. Highly adaptive and versatile in different environments and fields.

4.2 PLANNING

4.2.1 PREPARATORY ACTIVITIES

From the position today until the opening and operation of the *EXAMILY PARK* a long way must still be covered. Several crucial activities need to be specified and further analyzed.

Firstly, the Business Plan needs to be finalized and approved, supported by a well-designed and executed market analysis. If the Business Plan and the market analysis dictate that the project may be carried out, the founders need to prepare and submit a non-profit status application to get government approval to start such an organization. At the same time, the location needs to be secured through negotiations with the municipality to reach win-win agreements whereby the municipality will provide the space for free for several years.

As soon as the application approval is given, we start operations. The organization needs to hire its first employees and managers. Given the importance which the organization attributes to its people and to the profile needed to be in alignment with the organization's vision and mission, a Human Resources manager will be recruited at this point to align the HR strategy with the corporate strategy. At the same time, cash flow is going to be one of the main problems. For this reason, hiring a Fundraising manager at the very early stages of operation is also crucial.

Table 38 Preparatory Activities

Task Name	Duration
Business Plan	6 wks
Non-profit status approval	2 wks
Location Selection	4 wks
Negotiation with municipality for land sponsorship	2 wks
Logo Design	3 wks
HR manager recruiting	2 wks
Hiring of Fundraising manager	2 wks
Fundraising Activities	6 wks
Grant applications	3 wks

4.2.2 HUMAN RESOURCES ACTIVITIES

After the preparatory activities, the organization's team needs to be strengthened and several key employees need to be recruited. In the first phase the core teams will be created, and the most critical departments will be manned. This process involves the recruiting of the accountant, the Logistics manager, the Marketing team, the Public Relations team.

Furthermore, the HR department together with top management will seek to find a highly experienced pedagogical consultant. Hers or his involvement in the design of the exhibits and the thematic activity areas, as well as in the negotiations with various stakeholders is considered very important.

The second recruiting phase involves the hiring of the Park and Operations manager, and the IT manager. The final recruiting phase will take place a few weeks before the actual start of the operations and will involve mainly the recruitment of sales personnel and service personnel (guides, people assisting visitors, etc.).

4.2.3 CONSTRUCTION

The construction starts with the selection of the construction company. This is an activity that needs to take place as soon as possible (right after the selection of the location). Due to the tight schedule, the construction process is going to be broken into stages, so that the various departments will be able to start operating. Therefore, after land formation is completed, the construction of administrative and activity areas will take place. The construction company will continue constructing the visiting areas (thematic areas, kiosks, etc.) as well as preparing the surrounding environment.

4.2.4 MARKETING ACTIVITIES

The marketing department needs to prepare and deliver a detailed marketing plan that will support the role of the project's business plan. After this point, marketing will mainly focus on the activities design work groups and continually conduct market surveys, examine focus groups and get potential visitors' feedback on the various facilities and designs. Moreover, marketing activities will involve articles, commercial, web contests, brochures etc. and any possible means to create customer (visitor) awareness and stimulate people's interest and curiosity.

5. MARKETING PLAN

It is important for *EXAMILY PARK* to develop a marketing plan that a) creates awareness, b) assures visitation and adequate revenue streams, c) promotes the value and image of the park to the community and d) makes *EXAMILY PARK* a foremost destination.

5.1 SEGMENTATION PROCESS

To help us map out the context of the "outdoors" and recreation and thus agree on a frame of reference for the core services the park will offer, we consulted the EQFOA project (2006-2008) for the outdoor recreation sector ("EQFOA - European Qualification for Outdoor Animators," 2006).

According to this report the main broad areas of outdoor recreation are:

Outdoors Activity Purpose/Objectives

1. Expeditions and exploration;
2. Recreation;
3. Personal/interpersonal learning and development;
4. Outdoors/adventure therapy (to promote healing and learning in the area of psychological and personal problems;
5. Education activities: School groups during term-time and summer outdoor recreation programs;
6. Corporate/work performance.

Main market segments for the service

The EP will mainly target the following groups:

- Urban population;
- Individuals, 18 to 65+ interested in recreation, physical activity and the environment;
- Families with children;
- Teenagers;
- Groups (Social, education, work);

- Groups and excursion organizers (Tourists, schools, etc.)[8];
- Events (corporate presentations, etc.).

Apart from these large and general market segments, we will have to find a segmentation method that we can act on in a useful manner for the park's marketing strategy. Different people have different attitudes, needs and preferences. Thus, we should be looking at the benefits-expectations they seek to obtain from a park like this (Forsyth, Gupta, Haldar, Kaul, & Kettle, 1999).

Participant Motivations segmentation

The market segmentation is an in-depth look at the characteristics and motivations of the cross-section of outdoor recreation consumers or visitors. The outdoors means different things to different people and involves different environments such as sky, snow, water, mountain, parks and urban space. Opportunities to participate as an individual, family, group of friends, at any time of the year, frequently or infrequently can all contribute to the interest. Moreover, environmental and educational trends that have appeared lately will further promote families getting active outdoors[9].

While there are several factors that differentiate participants in segment groups, there are also several common motivating factors among participants in outdoor activities.

1. Spending quality family time is the main reason for participating among outdoor participants. Regardless of their motivations, families are attracted to activities that provide:
   - Easy to discover and easily accessible;
   - A place for a picnic;
   - Great facilities: Clean, child friendly;
   - Modern activities for all ages.
2. Most of the participants take part to have fun and enjoy themselves.
3. Developing a connection with nature and keeping fit.

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[8] According to the Hellenic Statistical Authority, the number of school units in **Central Macedonia Region** was 758 in 2017, while the number of pupils for the same year were 114,302.

[9] It is worth mentioning the **WWF GreenSpaces** mobile app, an innovative platform that creates the conditions for changes to the benefit of society and the environment. The organization encourages the participation of citizens, schools and collectives in order to be active.

4. Relax and de-stress from modern-day living.

According to the Outdoor industries Association (OIA) eight market segments and profiles on the benefits and motivations have been identified *("Getting Active Outdoors - Sport England," 2015)*.

1. Explorer. This is the largest segment of active outdoors recreation market. People that belong to this segment are predominantly aged 35-54 years, want to explore the natural world while physical activity is embraced by emotions, exploring and learning. They love the countryside and they organize trips with friends and family every few months. Family commitments and spare time are the biggest barriers to participate. This segment will be served by our park.

2. Thrill Seeker. They enjoy extreme sports that usually involve risk. This segment is out of the focus and scope of our park thus, we will not serve this segment.

3. Learner. Although this is a rather small segment it is close to the people we want to relate to. Predominantly 24-54 years, they travel a lot (weekly) to the countryside to have fun and learn new things. They aim for personal development and learning. They particularly like biking, orienteering and walking. The people belonging to this segment will most appreciate our offering.

4. Family Adventurer**.** 35-54-year-old housewives or househusbands**.** They enjoy the sense of adventure while physical activity pushes them to their limits. Having a good time in the countryside with their families and friends and entertainment for their children is vital. Location is the biggest barrier while children's interest in participating is important. This segment will be partially served by the park.

5. Freestyler. Mostly young 16-24-year-old male participants in this segment, preferring alternative freestyle sports (parkour, wakeboarding, skateboarding) that is part of their lifestyle and identity. Music and fashion are fundamental while they prefer urban settings. From a conceptual stand point this segment is far from our core philosophy thus will not be served.

6. Fitness in nature. Freedom and fresh air are the main reasons to participate in outdoor activities. Most of the people that belong in this segment are over 35 years and work at management level or are retired. They do not prefer the gym or indoor sports; on the contrary a sense of physical and mental wellbeing are the most important elements to their participation. Their favorite activities include fitness classes, running and swimming. Health reasons are the main barriers while improvement of physical fitness is an important element in participating. This segment is very important for our park.

7. Challenger. Mostly male participants 24-54 years. They are high achievers and goal oriented. They participate in a range of challenge-oriented events such as sailing, marathons and skydiving. We will not serve this segment.

8. Tribe Member. They take their sport very seriously and they belong to clubs. Training and improvement are crucial factors for them. This segment will not be served.

Positioning statement

The following key message will be the park's positioning statement and will be embedded in all marketing and promotion efforts of the park.

The " EXAMILY PARK" embodies an authentic alternative unique experience and a new way of entertainment for new generations. It is in an amazing, breathtaking spot, a little paradise that offers outdoor recreation and entertainment and will be designed for and open its arms to the "Family". It will allow parents and individuals to create authentic excursion conditions outdoors and feel satisfied by being able to offer true and constructive entertainment to themselves and their children.

5.2 MARKETING STRATEGY

The main priorities of our marketing strategy will involve activities designed to:

1. Create awareness and appreciation of the programs, events, services, and facilities, ensure visitation. The threat of low participation must be addressed;
2. Promote the positive outcomes and benefits of recreation for families and communities;
3. Promote a shift in attitudes and behaviors to get people more active;
4. Raise awareness about the negative outcomes of sedentary lifestyle.

To create strong awareness of the value proposition and ensure visitation levels, the marketing and public relations staff will create a yearly program plan for the key attractions and special events that will be targeted to all age segments. It is recommended that the park will have at least one special event each month to energize the community and appreciation of the park's value. Each event or attraction will have a separate budget and will aim to attract visitors through website promotions, social media campaigns, publicity through relevant press media.

A range of activities and media suitable to our different target visitors will be used to promote the park's offering package and the benefits of participating. Traditional and social marketing approaches will be used to position both the programs, activities and facilities of the park and the social benefit.

To create and communicate the right set of messages to the right audience, through the right medium, extensive primary and secondary market research and analysis have been conducted.

5.2.1 PEOPLE

The benefits of greatest interest to the potential market and target audience have already been identified in the segmentation process earlier. We considered their needs, where they spend their time and their favorite activities. Moreover, a family program plan that creates experiences and engages families to participate regularly will be developed. This will increase families participating together in family recreation programs such as wildlife viewing, hiking, archery and action adventure sports.

5.2.2 PRODUCT/PLACE

The park's offering will have to deliver the outcomes and benefits that were identified as important by the analysis of the market ("Opinions and preferences about the new recreation park section"). The creation of a destination park such as *EXAMILY PARK* must support adequate experiences for each age segment. The greater the number of choices the greater the opportunity to increase revenues.

The longer people stay the in the park, the more they will feel a connection with park. The core programs will create energy in the park and will drive and activate people. The range and quality of the facilities and amenities should be adequate with wide age appeal. The core programs and the quality of amenities are strong motives for people to stay longer and increase operating spend in the park.

The core programs will include:

- Recreation and wellness. Recreation and wellness programs including healthy lifestyles in the outdoors will be developed. Examples of programs include guided or unguided fitness walks, trail running, orienteering, backpacking, outdoor cooking, therapeutic exercise etc.
- Outdoor Recreation and Adventure. Programs that promote outdoor themes will be developed. Examples include skill development programs in archery, hiking etc.
- Special Events. Examples will include movie nights, live music (youth bands), various presentations and workshops such as cooking classes, photography.
- Nature Based Activities and Environmental Education. Examples of programs will include guided nature walks, wildlife viewing, school and youth programs that focus on natural sciences and conservation etc.

The Facilities and amenities will include:

1. Therapeutic exercise area
2. Outdoor gym
3. Actions sports camp
4. Archery ground
5. Open Space and Trails (walk trail and bike trail)
6. Bicycle rental venue
7. Playground for kids and a Tree house

8. Mini Golf Court and 2 Tennis Courts
9. Special event Area
10. Flexible Concert and Movies area.
11. Shelters and Picnic Areas
12. BBQ Area
13. Visitor Center (Gift & Bio-organic venue)
14. Groceries Store
15. Butcher Store
16. Cafeteria

Apart from families and individuals, the park will also serve the following groups of people:

1. Birthday Parties. Groups of twenty or more can celebrate in style in the special events area of *EXAMILY PARK* with exciting activities and fun games, fit for all ages.

2. Reunions. Groups of people can create lasting memories with a class reunion, family reunion or just friends getting together. The picnic and BBQ areas will create the perfect atmosphere to share a meal and catch up on old times.

3. Youth Groups/Educational Groups/School excursions. Whether it's for a reward, end-of-year celebration or educational experience, the park will provide an unforgettable day of memories for any group. The ease of booking the trip and the savings offered by the special school rates will be much appreciated by private or public schools of the Central Macedonia Region.

4. Company outings. Ideal for medium or large sized companies that are located around the area, for example in the industrial zones of Thessaloniki, Kilkis, Serres, to celebrate company achievements, show appreciation, boost morale and get everyone together for a day of fun. The park can offer affordable packages for any size group and can also assist in their organization, from publicizing the event to managing all the details while the group is at the park.

5.2.3 PRICE

The benefits and features of the program must be directly related to the needs and interests of our target visitors. Our pricing strategy is based on a core principle:

The park should be affordable for the average Greek family and allow as many residents to visit it regularly. Thus, the park will offer free-of-charge activities and facilities, especially those that someone can enjoy for free in a city or public park, such as playgrounds, outdoor gym, open green spaces and trails. There will be three main sources of revenue at least for the first year of operations. The basic revenue and pricing assumptions are:

1. Admission fees. The park will have an affordable amount for general admission for both adults and children.

- Adults, Children: 2.50€
- Free entrance for children under 6 years old, vulnerable groups like the elderly and people with special needs.

2. Activities. The balance of the level of pricing and free-of-charge programs will have to be considered. As a rule of thumb, free programs are likely to be perceived to have lower value than those for which a nominal fee is charged. Activities will be classified as Core Essential, Important and Value-Added and priced accordingly.

Table 39 Price list of Activities

Visitor type	Classification	Paid activities	Price/entertainment unit in €
Children & Adults	Core essential	Archery	3
Children & Adults	Core essential	Biking	3
Children & Adults	Core essential	Climbing	3
Children & Adults	Important	Arts and crafts	2,5
Adults	Important	Therapeutic exercise	4
Children	Value-added	Mini Golf	2
Children	Value-added	Theatrical play	4
Children	Value-added	Environmental education	2,5
Children	Value-added	Board games	2,5
Children & Adults	Value-added	Ping Pong	2
Children & Adults	Value-added	Tennis	2

3. Shops. The revenues from the various shops of the park are based on two variables: the purchasing behaviour and the potential profit margin, as a percentage of the total turnover. The purchasing behaviour variables are based on the percentage of visitors

who will buy from the stores and the average amount of money they will spend. The revenue analysis of the stores per customer category is shown below:

	Adults	Children
Visitors who will buy from the stores	50%	20%
Average consumption per visitor	9.5 €	4 €
Gross Profit	40%	

Elements and assumptions of this analysis are used to calculate the revenues for the park in the "Estimation revenue section".

5.2.4 PROMOTION

The core objective is to design and implement an effective communications plan that aims to establish the *EXAMILY PARK* brand in the wider area of Thessaloniki and ensure participation in programs and events. A steady brand message will communicate multiple messages at each customer touch point opportunity.

The brand will mainly focus on three areas:

1. Health and Wellness. Promotion activities will demonstrate the health and wellness benefits of the park's recreational programs to the community.

2. Destination and Quality Experiences. All the promotion efforts will aim to demonstrate users' experience in the park and to create a "Green" memorable image of a place to enjoy.

3. Community Connectivity. The promotion activities will demonstrate how the park's amenities, trails, program activities and special events will connect Thessaloniki's city residents and will create strong memories and new traditions.

5.3 BRANDING

Through branding, a memorable and a clear image of our organization's look and feel will be designed. This image will be used in our website, social media, letterhead, brochures, registration forms, business cards, presentations to local and European authorities, email signatures etc. The overall image, mission and focus of our organization blended with the core marketing message will help us connect with the people and communicate our uniqueness as clearly and concisely as possible.

The Logo[10]

An attempt has been made to design and present a logo type based on core assumptions and beliefs that emerged from our analysis about:

- Our brand stories
- Our mission
- Our goals
- Our community, our city (Thessaloniki!)
- Our fellow citizens

We want visitors to see us as friendly and innovative and view us as trustworthy and reliable. Also, we want them to relax and find inner calm.

Logo design elements

Typography. Clean, friendly and easy-to-use typography with a stylish aesthetic that exudes dynamism. It is accompanied by a linear brand symbol with geometric lines that completes, emphasizes & balances the final image. A logo with aesthetic excellence and a clear message. The font type we used is Helvetica Roma which is a rounded font for a friendly feel, and bold for a more serious tone. Particularly we looked at the typography that is true for the brand.

Color. Color is important however, we want people to think we are sophisticated and take our job seriously. So, we tried warm gray.

Figure 8 The Logo

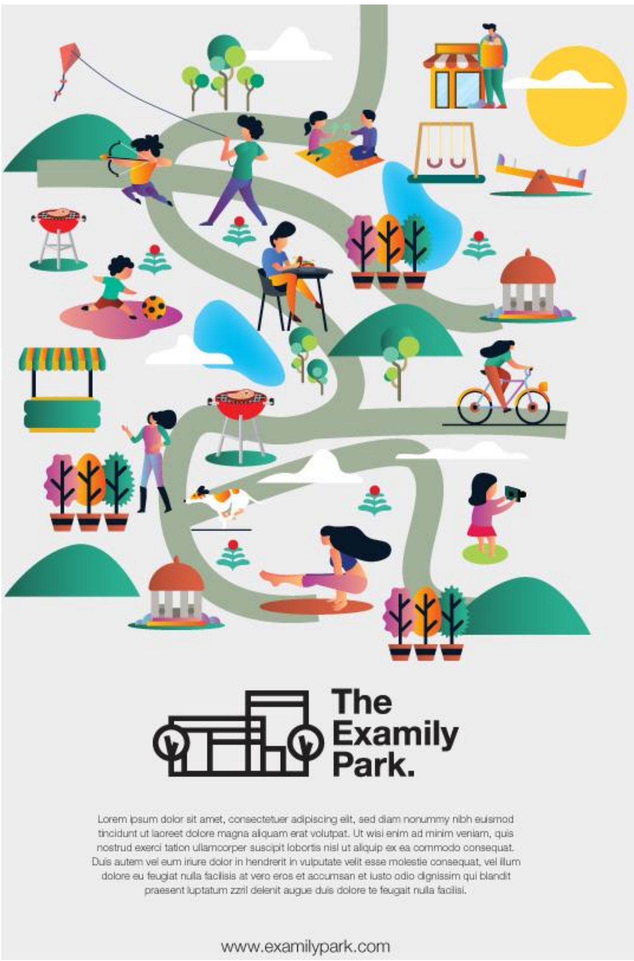
[10] Logo design and art work by Ioannis Ergeletzis / Designer/Thessaloniki, Greece/ioannisergeletzis@gmail.com

Artworks such as the following will support the brand message and will include the following elements where possible:

- Pictures of the key elements in the park;
- Facility attractions within the park;
- Special events that create interest for people to come out to the park;
- Music and entertainment that will be available;
- Family gathering places;
- Amenities that demonstrate the park is serving all age segments of users.

Figure 9 Magazine advert design/Poster design

Magazine advert



The Poster

Figure 10 The Website design pop-up [11]

[11] There are red bullets on the illustration that when the cursor is placed a text box will be displayed to describe each activity. On the menu besides the "About", the "Activities" and the "Program" of scheduled events sections have been added. Also, on home page when scrolling there is a newsletter as well as social.

5.4 INTEGRATED MARKETING COMMUNICATION

The findings of the “Communication mix section” of our primary market research were partially applied to this analysis. The steps to develop an integrated marketing communication are briefly described in the next figure.

Figure 11 IMC framework

Target audience

This analysis has been presented analytically in "Household expenditure section”. In brief, the following segments demonstrate the highest annual spending in recreation in Central Macedonia Region:

a. By occupation

Total number of households: 95,875

1. Scientist, self- employed
2. Administrative, executive or managerial worker

b. By income (income brackets)

Total number of households: 248,312

1. 1801-2200 €
2. 2201-2800 €
3. 2801-3500 €
4. 3501 + €

c. By Household Composition

Total number of households: 252,008

1. Couple with no children
2. Couple with 1 child up to 16 years
3. Couple with 2 children up to 16 years

d. By Household Size

Total number of households: 115,887

1. Household with 4 members

Objectives

Initially, all marketing efforts must pursue the most important communication objectives, which are:

1. To create awareness and salience for the park
2. To convey detailed information
3. To create brand imagery and personality

Secondarily, when the park is gradually being positioned and adequate visitation levels have been established, a new set of communication objectives will be pursued:

4. To build trust
5. To elicit emotions and build loyalty
6. To connect people.

Communication message

While features such as location, duration and cost are important, benefits will motivate the participation of residents and visitors from the wide area of Thessaloniki and Central Macedonia. The marketing messages should incorporate elements such as:

- Learning something new (arts, crafts, dance, environment etc.)
- Excitement and Fun
- Connecting to others – quality time (friends, family, meeting new people)
- Connecting to nature
- Health improvement
- Relaxation and de-stress
- Self-development
- Sense of community

An example of a brand message could be: "**Examily**, **Ex**citement for the f**amily**"

Channels of communication

As previously mentioned, creating awareness and salience and conveying detailed information are the first major objectives. For this, the right communication channels need to be utilized. The right communication mix according to the needs of the different target audiences' preferences will be decided. The target markets will be reached through advertising platforms, online and social marketing and mobile marketing. At the same time, we will work with local media outlets to provide information on a timely basis. This can include newspapers, school districts, universities and social media outlets.

Budget and media mix

All previous elements of our communication strategy have been incorporated in the following table. The marketing budget will be at least 6-8% of total budget. The breakdown of the marketing budget should be as follows:

Table 40 Annual Communication Budget (Year 1)

Marketing Communication Option	Communication Outcome	Media	%	Budget in €
Advertising	Create awareness and salience	Advertising Contract services, media (TV, Radio, Outdoor, Cinema)	24%	30,000
Advertising	Create awareness and salience	Print media	10%	12,500
Branding	Create brand imagery and personality	Art services	6%	7,500
Branding	Create awareness and salience	Signage/way finding	5%	6,000
Content	Create awareness and salience, create brand imagery	Online media/video	10%	12,500
Direct marketing (promos)	Inspire action	Promotional items	6%	8,000
Display	Create awareness and salience	Search and online display	4%	5,000
Events & experiences	Elicit emotions	Event management and promotion	10%	12,500
Mobile	Create awareness and salience, inspire action, connect people	Mobile applications	6%	7,500
Public relations and publicity	Build trust	Publications, magazines and press kits.	4%	5,000
Selling	Inspire action	Selling channels	8%	10,000
Social media	Connect people, build trust, elicit emotions.	Social media management	4%	5,000
Website	Convey detailed information	Web site development, management and analysis	3%	3,500
		Total	**100%**	**125,000**

5.5 THE BUSINESS MODEL

In this section, we focus on important strategic issues, such as market segments, channels of communication, revenue streams, key value propositions, and aspects related to customer relationship building. Also, important marketing issues, such as key partnerships, promotional activities, and finally the budgeting of expenses and revenues will be reviewed.

5.5.1 REVENUE STREAMS

To avoid the risk of repeating what has already been written in previous sections of this report, only revenue streams that will be generated from the moment that the park will be operationally ready and available to visitors will be further analyzed. The remaining components of the business model, while important, can easily be understood from the following schematic conceptual representation.

To ensure the highest possible revenue and a sustainable economic result the park will create multiple sources of income alongside the main services, together with easy ticket purchasing via a variety of selling channels. Briefly, the main sources of revenue will include:

a. Services offered to customers (B2C)

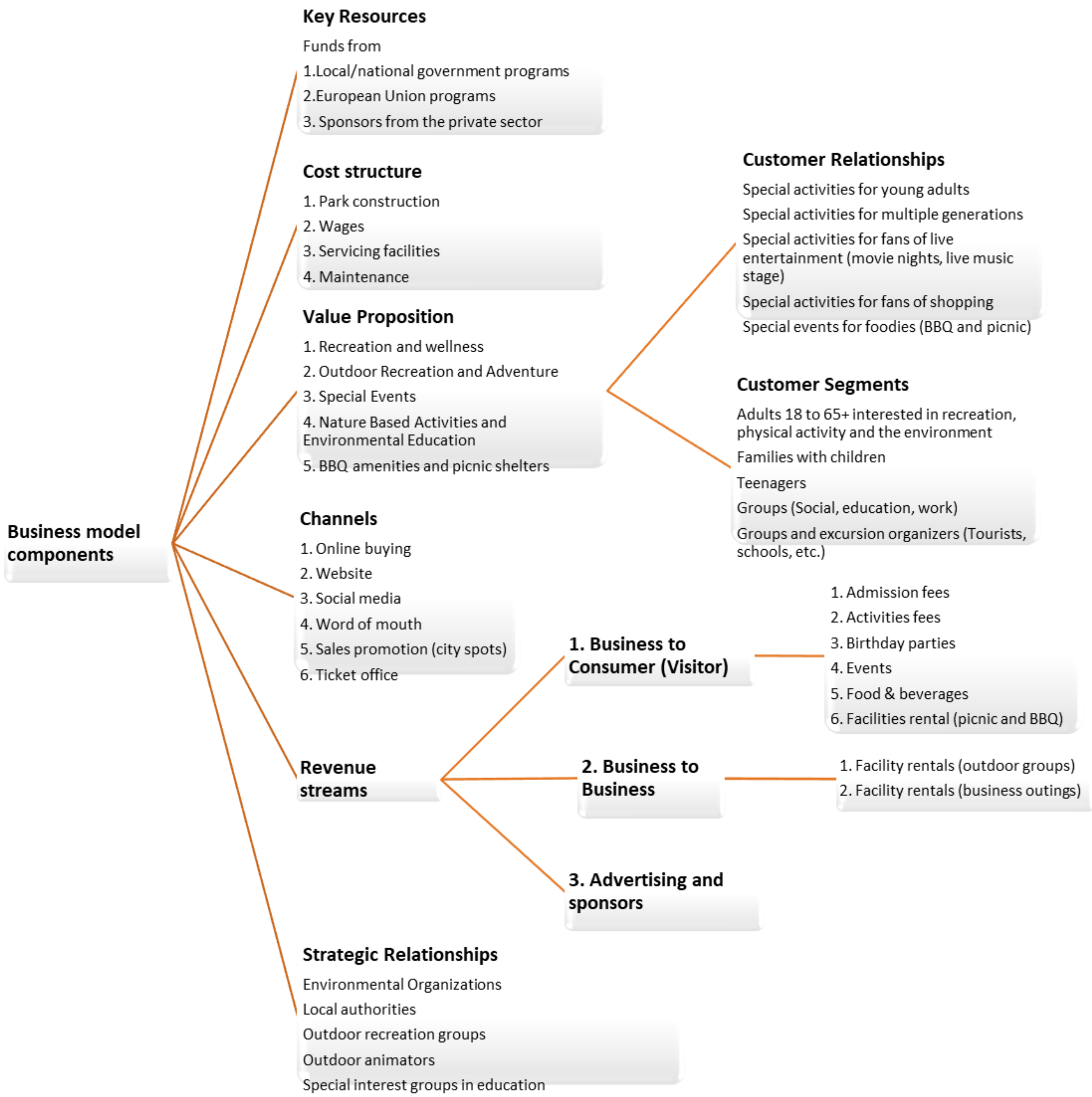
1. Revenue from admission fees at the park entrance
2. Revenue from Pay-as-you-go activities
3. Revenue from facility rentals for birthday parties and various group occasions.
4. Revenue from events
5. Revenue from sales of goods, food and beverages etc.
6. Revenue from facility rentals

b. Services offered to businesses (B2B)

1. Revenue from facility rentals for business outings (presentations, seminars etc.)
2. Revenue from facility rentals to independent outdoor groups that wish to organize their activities in the special purpose areas provided.

c. Revenues from advertising space in specially designed display areas in the park.

Figure 12 Business Model Components



5.5.2 ESTIMATED ANNUAL VISITORS

To estimate the park's annual visitors for the first year of operations, the market population pool has already been calculated in "Market Analysis - Household Expenditure Section". Based on the statistics of the relevant population groups and on logical arguments, annual visits to the park are calculated.

The following reasoning for the estimation of the numbers of visitors was applied:

1. Annual Penetration Rate (Year 1)

2. Geographic Targeting

Table 41 Annual Visitors by Region (Year 1 - estimation)

From	To	Distance (km)	Population	%	Visitors
Thessaloniki	Examili	30.45	1,057,825	91%	79,640
Kilkis	Examili	22.34	89,056	3%	2,640
Pella	Examili	61.46	145,797	2%	1,320
Pieria	Examili	117.80	129,846	2%	1,320
Serres	Examili	65.29	200,916	2%	1,320
Chalkidiki	Examili	80.69	104,894	1%	880
Imathia	Examili	100.46	143,618	1%	880
	Total		1,871,952	100%	**88,000**

3. Demographic Targeting

Park Popularity (assumptions from market research) → **Type of Household factor** → **Target Population by Households**

Table 42 Annual Visitors by Household Type (Year 1 estimation)

Number of persons per household	Type	%	Household Category	Visitors per Household Category
1	Adults	20%	17,600	17,600
3	Households with one child up to 16	30%	8,800	26,400
4	Households with two children up to 16	30%	6,600	26,400
5	Households with three children up to 16	10%	1,760	8,800
1	Groups (adults or children i.e. schools)	10%	8,800	8,800
	Total	100%	43,560	88,000

4. Monthly estimation of visitors

Seasonality (assumptions based on market research) → **Month factor** → **Target Population by month**

Table 43 Annual Visitors by month (Year 1 – estimation)

Month	%	Visitors per month
April	15%	13,200
May	25%	22,000
June	20%	17,600
July	8%	6,600
August	8%	6,600
September	15%	13,200
October	10%	8,800
Total	**100%**	**88,000**

5. Weekly estimation of visitors

Day preference (assumptions based on market research) → **Day factor** → **Target Population by day**

Table 44 Annual Visitors by day (Year 1- estimation)

Day	%	Visitors per day
Saturday	35%	30,800
Sunday	30%	26,400
Monday	5%	4,400
Tuesday	5%	4,400
Wednesday	5%	4,400
Thursday	5%	4,400
Friday	15%	13,200
Total	**100%**	**88,000**

6. Estimated Annual Paid Entertainment units per household type category

To estimate the park's annual paid entertainment units for the first year of operations, the market population pool has again been calculated in "Market Analysis - Household Expenditure Section". Based on the statistics of the relevant population groups and on logical arguments, annual paid entertainment units are calculated. The following reasoning for the estimation was applied:

Type of household → **Average entertainment units per adult/per children** → **Total target for Paid Entertainmen Units by Household Type**

Table 45 Annual Paid Entertainment Units per Household Type (year 1- estimation)

Type	Annual visitors adults (62%)	Annual visitors children (38%)	Average entertainment paid units/day (1,5/adult)	Average entertainment paid units/day (2,5/adult)
Adults	17,600		26,400	
Households with one child up to 16	17,600	8,800	26,400	22,000
Households with two children up to 16	13,200	13,200	19,800	33,000
Households with three children up to 16	3,520	5,280	5,280	13,200
Groups (adults or children i.e. schools)	2,800	6,000	4,200	15,000
Total	**54,720**	**33,280**	**82,080**	**83,200**

7. Estimated Annual Paid Entertainment Demand per Activity

Popularity of activity per adult /per children (assumptions based on market research) → **Average entertainment units per adult/per children** → **Total demand for Paid Entertainment per adult/per children**

Table 46 Total Annual Demand per Paid Activity (Year 1- estimation)

Visitor type	Classification	Paid activities	Capacity	Quantity	Popularity	Estimated Total demand per activity (adults)	Estimated Total demand per activity (Children)
Children & Adults	Core essential	Archery	20 persons/hour	1	17,5%	14,364	14,560
Children & Adults	Core essential	Biking	20 persons/hour	1	17,5%	14,364	14,560
Children & Adults	Core essential	Climbing	20 persons/hour	1	17,5%	14,364	14,560
Children & Adults	Important	Arts and crafts	15 persons/hour	4	15,0%	12,312	12,480
Adults	Important	Therapeutic exercise	20 persons/hour	1	10,0%	8,208	
Children	Value-added	Mini Golf	20 persons/hour	1	5%		4,160
Children	Value-added	Theatrical play	20 persons/hour	1	2,5%		2,080
Children	Value-added	Environmental education	50 persons/hour	4	5,0%		4,160
Children	Value-added	Board games	40/persons/per hour	20	5,0%	4,104	4,160
Children & Adults	Value-added	Ping Pong	8 persons/per hour	4	2,5%	2,052	2,080
Children & Adults	Value-added	Tennis	8 persons/per hour	1	2,5%	2,052	2,080
					100,0%	71,820	74,880

6. OPERATIONS PLAN

6.1 PARK DEVELOPMENT AND CAPACITY

A firm operation plan prior to opening has to be developed. The main goal is to avoid a poor start (Fletcher, Fyall, Gilbert, & Wanhill, 2013).

Planning is normally focused on the first and fifth years of operation. The fifth year will be the design standard when the park will be able to operate in a smooth manner and the future of the park becomes a fact. The market potential will include urban residents i.e. Thessaloniki's citizens, resident population in the specified area, visitors to the area and groups of people such as schools, company outings, clubs and associations.

The park will seek to maximize its attendance levels throughout the years. The visitors that will be attracted to the geographical area will be calculated within a specified drive time (20-25 minutes, according to the results of the survey) and within 40-45 minutes for coach or bus.

The planning of the park will be based on the following guidelines:

1. This family park for children aged 2-13, teenagers of 14-18 and adults of all ages and the investment of approximately 1.0-1.7 million€ requires a resident catchment area of around 1,000,000 with about 50% or more being target families.
2. An established area yielding a steady flow of visitors to meet a design level of around 120,000-150,000 guests.
3. Minimum site requirements of 40 acres.
4. Locally available support services in terms of suppliers and general tourist infrastructure.
5. Attractive rural surroundings with planning permission for leisure development.

In order to calculate the market penetration rates and verify probable visitor numbers, the disposal income, the accessibility, other competing parks, the appeal of the imagescape and the variety of activities that will ensure that visitors will enjoy being in the park have been considered.

The park has some seasonality; the peak months being May, with an anticipated 154,000 visitors in year 5. There are eight weekend/holidays in May and 23 weekdays, with attendance at weekends estimated to be 2.5 times those of weekdays. So, the design day is 30,800 X 2.5/(2.5 X 8 + 23)=1,778 visitors.

This figure will be used to determine the time period in which the peak in ground numbers would occur. A peak in ground numbers (75% of the design day) occurring late in the morning, will give a peak in ground of 1,334 visitors upon which the infrastructure, facilities of the park will be based.

According to (Fletcher et al., 2013) the industry standard is that given queuing time, 'walk-around' time and miscellaneous activities, the average visitor should participate in 1.5 – 2.5 leisure or recreation units per visit.

Table 47 Park design characteristics

Item	Year 1	Design Year 5
Population catchment	1.100.000	1.100.000
Penetration rate	8%	14%
Visitor numbers	88.000	154.000
Peak month of May	17.600	30.800
Design day	1.016	1.778
Peak in ground	762	1.334
Average entertainment units/day	1,5 adults 2.5 children	1,5 adults 2.5 children

Seasonal conditions due to weather and peaks in attendances may affect capacity usage and put the viability of developments in question. To mitigate the consequences of these circumstances, soft capacity activities such as seating for films, workshops and presentations must exist. Furthermore, by increasing the utilization of the park supported by a calendar of events will add to existing capacity without incurring unnecessary long-term overheads.

6.2 DESCRIPTION OF THE PARK

Topographic report

The topographic report is a prerequisite and necessary to record and depict the boundaries of the land property, as well as its current state (hills, slopes, etc.) which will be used subsequently to form the final state (profile) of the park area (landscape planning) **Cost:** ~3,000 euros.

Landscape planning

The landscape planning is a prerequisite and necessary to reshape the park area to the desired and agreed state, in order to accommodate all planned facilities and venues. It will also consider and optimize the land's behavior under various climate conditions (e.g. heavy and long rain or even snow, strong winds, long droughts, great heat, etc.)
Cost: ~3,000 euros

Environmental Impact assessment

The environmental impact assessment (EIA) is a prerequisite and will cover various aspects of the construction, management and operation of the park. According to ΦΕΚ 2471/2016, its coverage (40 acres) and location, the task will be classified as A2. This means that the EIA should be approved by the regional administration. The EIA will initially assess whether the land property is situated in:

a) a Natura 2000 area (It is not. See map at http://natura2000.eea.europa.eu/)

b) a known or expected archaeological site (It is not)

c) in a forest area (it seems to be in one. See map at https://gis.ktimanet.gr/wms/forestsuspension/default.aspx).

The EIA will also examine if the suggested facilities and operations are in accordance with those permitted (under the General Urban Plan-Γενικό Πολεοδομικό Σχέδιο). All venues and facilities should be described during EIA's preliminary phase.

Finally, all inputs and outputs should be predicted (staff, visitors, water and energy needs, sewage and trash, as well as their management) **Cost:** ~2000 euros.

For the technical description and specifications (capacities, dimensions etc.) of various constructions, and facilities also for costs and time to build estimates, professionals of the construction industry, local constructing companies and suppliers have been consulted.

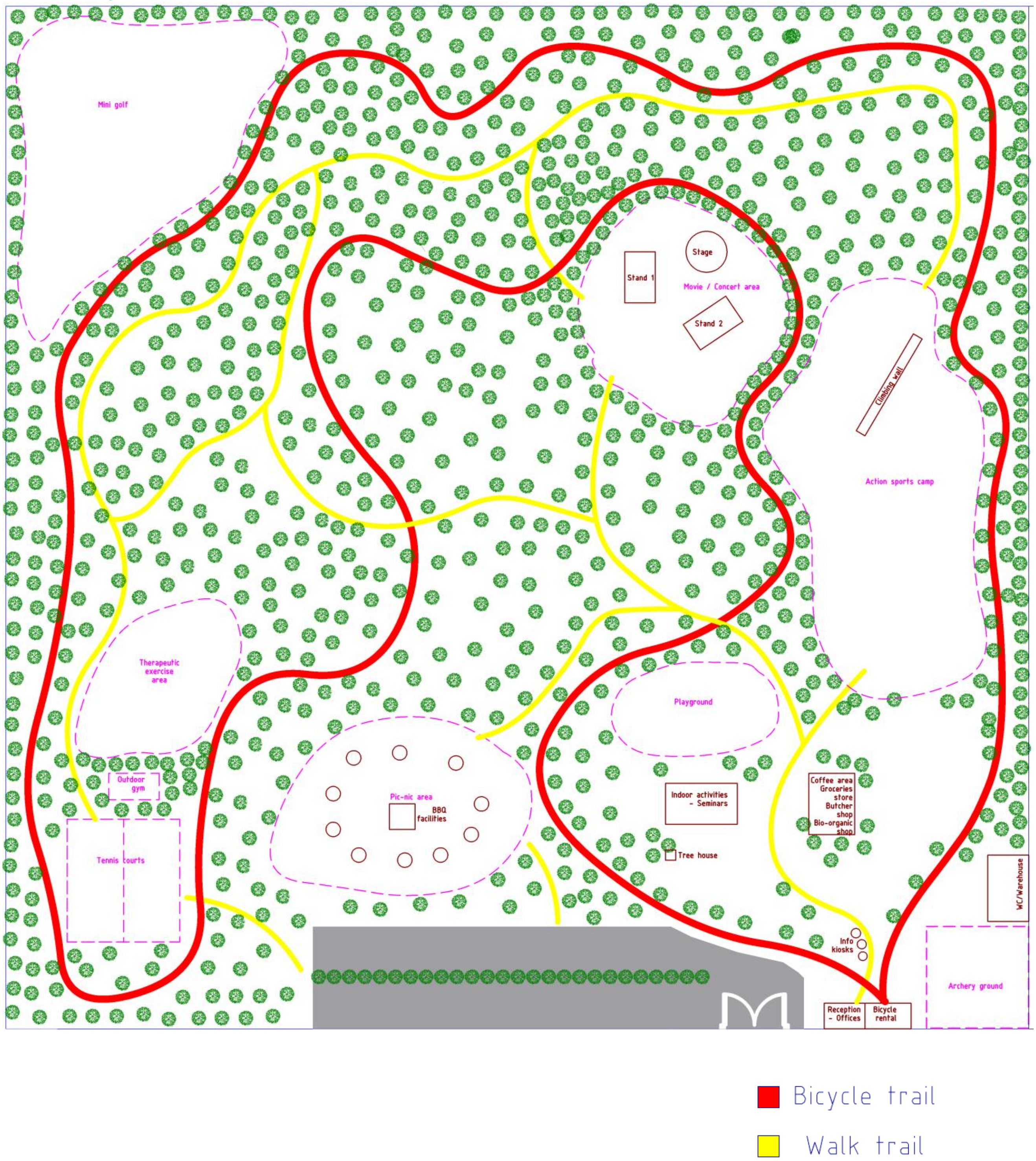
1. Fencing and entrance: 18,000 euros
2. Land formation: 6,000 euros. It includes general land formation and construction of walks (~800m) and bicycle (~1060m) trails. The capacity of the bicycle trail is calculated at 50 bicycles.
3. Open parking space for ~130 cars: 20,000 euros.
4. Archery ground and accessories: 2,000 euros. It will be a square area 20x20m where 'indoor' archery can be taught and practiced. Indoor archery is exercised at 18m from target and thus is more suitable for younger and inexperienced archers. The ground's capacity will be for 10 archers.
5. Reception and offices building. Wooden, prefabricated, 40 m^2: 24,000 euros.
6. Bicycle rental venue. Wooden, prefabricated, 40 m^2: 15,000 euros.
7. WC (for 8 men, 8 women, 2 handicapped, 2 baby facility) and warehouse building. 104 m^2: 50,000 euros.
8. Indoor activities (table games, table tennis etc.) and seminars venue. Maximum accommodation capacity of 100 people. Wooden, prefabricated, 112 m^2: 70,000 euros.
9. Tree house. Wooden, prefabricated, 6 m^2: 3,000 euros.
10. Cafeteria / Grocery store / Butcher store / Bio-organic shop venue. Wooden, prefabricated, 108 m^2: 120,000 euros.
11. Children's playground (up to 7 years old), 500 m^2. With various traditional and innovative playground facilities: 40,000 euros.
12. Actions sports camp (minimum age 10 years old), 2600 m^2. With a climbing wall and various competition/action constructions: 45,000 euros.
13. Flexible Concert and Movies area. 2 stands (movable, metal construction with wooden floor) of 60 m^2 each, with a total capacity of 120 people. A round stage

area construction of 8 m diameter (movable, metal construction with wooden floor). Total area 1400 m^2: 65,000 euros.

14. Picnic and BBQ area. Consists of 20 pic-nick tables with 4 wooden benches each and a sheltered BBQ area in the middle. Total capacity of 160 people. Total area 1390 m^2: 30,000 euros.
15. Mini golf area, (minimum 12 years old). Various light constructions and a small wooden store unit. Total area 2100 m^2 with at least 12 different tracks: 52,000 euros.
16. Therapeutic exercise area (yoga, group open-door exercises etc). Some assisting wooden constructions and infrastructure (water tabs, benches etc). Total area 730 m^2: 2,000 euros.
17. Outdoor gym with various weather-proof metallic gym instruments. Total area 50 m^2: 45,000 euros.
18. Two (2) tennis courts with assisting units. Total area 530 m^2: 13,000 euros.
19. Twenty (20) benches along the walk trails: 14,000 euros.

6.2.1 PARK PLOT

Figure 13 Park Plot (1:1000)



6.3 PARK OPERATING SCHEDULE AND CUSTOMER SERVICE

The three target market groups (schools from Central Macedonia Region, Thessaloniki Metropolitan area residents and local tourists in general) of the park have different characteristics in terms of days and hours of visits to the Park.

Student excursions take place in the morning hours from Monday to Friday and mainly from March to June. Permanent residents of Thessaloniki region are likely to visit the park mainly on weekdays, non-working hours, weekends and bank holidays, while, Greek tourists will possibly visit the park on weekends and holidays.

In order to meet the above needs, the park will be open from 10.00 am to 22.00 pm during the high season, i.e. April, May, June and all days of the week, and from 16.00 to 22.00 and all days of the week during the hot summer months i.e. June and August, while, it will be open from 12.00am to 20.00am during the autumn, i.e. September and October.

Visitors will be provided free parking and useful information (price list, map. etc.) on a printed guide regarding all available activities, various recreational programs and the use of the park facilities and amenities, especially the Barbecue picnic areas. A core objective is to offer a friendly and secure environment, with easy access to all amenities and facilities and memorable experiences for people of all ages. The longer people stay the more they feel a connection with the park.

To develop a data collection system, visitors will be kindly asked, when leaving the park, to fill out a customer's experience satisfaction questionnaire to track visitors' trends and demographics, to determine their needs and to constantly evaluate, amend and improve our services when necessary. We will also try to establish a constant communication link by sending the newsletter of the park on a monthly basis with the news of the park, the scheduled events and the various promotions.

Hiring and training staff to meet the expectations of their job descriptions on all elements of the business especially customer service, is a core objective for our operations.

7. THE SCHEDULE - MILESTONES

The steps - objectives of this project are the following:

a. Ensure the startup of the *EXAMILY PARK* as a non-profit-organization entity.

b. Finalize the business plan.

c. Devise a Fundraising strategy and take all necessary actions to secure the required funds and subsidies.

d. Complete the construction of all park facilities ensuring high quality, cost within budget and within a completion deadline of 13 months. This stage is crucial as the *EXAMILY PARK* will depend on government and EU funding during the initial non-operating period and it therefore needs to start operating (and having an income) before the funds are depleted.

e. Build coalitions and cooperation with educational institutions and private companies to secure cooperation and sponsorship.

f. Prepare the marketing strategy that will attract 88,000 visitors in the first year of operations, including school visits, Thessaloniki residents, out-of-Thessaloniki residents and tourists. The same marketing strategy will also provide the incentives for sponsors to get involved and actively seek to become part of the *EXAMILY PARK*.

g. Prepare the plan of operations that will dictate the daily operations and running of the organization.

h. When the *EXAMILY PARK* opens its gates, it must be able to offer the high quality of service that the founders envision and comply to the mission that both the founders and the board of directors have defined and agreed.

i. Complete the project within the designated time to secure market positioning.

j. Offer maximum possible quality as quality is a critical success factor. If people don’t find the quality they expect, they will not revisit the place, thus putting the viability of the organization at risk.

8. COST AND REVENUES

8.1 COST ESTIMATION

To estimate the total budget, professionals of the construction, environmental and marketing sectors have been consulted. The total cost of setting up the park and the first year's operations is divided into categories and can be shown in the table 48.

Table 48 Total Investment Cost and 1st year of operations

Task Name	Cost
The Examily Park Project: Total Cost	**1,499,081 €**
1. Preparatory Activities	**14,950 €**
Business Plan completion	2,500 €
Non-profit status application	1,175 €
Location selection	2,500 €
Negotiation with municipality for land	350 €
Logo design (outsourced)	1,000 €
HR manager recruiting	1,025 €
Hiring of Fundraising Manager	1,025 €
Fundraising Activities	5,000 €
Grant applications	375 €
2. Human Resources Activities	**6,200 €**
Hiring of staff (1st phase)	1,600 €
Hiring of Accountant	200 €
Hiring of Logistics team	200 €
Hiring of Marketing core team	300 €
Hiring of public relations team	300 €
Hiring of IT Manager	300 €
Hiring of cleaning personnel (outsourced)	150 €
Hiring of security team (outsourced)	150 €
Hiring of staff (2st phase)	2,100 €
Hiring of Operation and Park management team extended team	300 €
Hiring of staff (Final phase)	900 €
Hiring of Sales Personnel	300 €
Hiring of Service Personnel	300 €
Hiring of Administrative and sales staff	300 €
Training	1,600 €
3. Construction Activities	**645,500 €**
Topographic report	3,000 €
Landscape planning report	3,000 €
Environmental assessment report	2,000 €
Construction Company selection	3,500 €
Core construction (outsourced)	634,000 €
4. Administration, management and promotion cost[12]	**181,700 €**
Marketing plan preparation	2,500 €
Communication Plan (PR and Advertising)	125,000 €
Other expenses	54,200
5. IT Activities	**10,000 €**
Network design	2,500 €
ERP System	5,000 €
Web design	2,500 €
6. Cost of Goods Sold	**178,221**
7. Maintenance of Park's facilities[13]	**9,683**
8. Payroll (1st year)	**453,000 €**

[12] Administration, management and promotion cost. These costs are estimated at a total of 15% of turnover (revenues) and include personnel costs (travel, mobile telephony, etc.), means of transport, outsourcing services (cleaning, security, legal services), energy, telecommunications, water, consumables and other expenses.
[13] Maintenance Costs. It is foreseen that the annual maintenance cost of the facilities, equipment and the surrounding area of the park will be 1.5% of the construction cost for the first 4 years of operation.

8.1.1 EMPLOYMENT POSITIONS CREATED

The analysis of human resources activities and schedule are described in detail in a previous chapter. Here, the wage cost per resource type is listed.

Table 49 Human Resources activities

Resource Type	# of resources	Monthly cost €	Salaries/year	Total
1. Founders	3	2,500	14	105,000
2. Park manager & Operations	1	2,000	14	28,000
3. Marketing	2	2,000	14	56,000
4. Public Relations	1	2,000	14	28,000
5. Logistics	1	2,000	14	28,000
6. IT	1	2,000	14	28,000
7. HR	1	2,000	14	28,000
8. Fund Raising Manager	1	2,000	14	28,000
9. Accounting	1	2,000	14	28,000
10. Administration (Part-time)	2	1,400	6	16,800
11. Sales people (Part- time)	4	1,400	6	33,600
12. Service (Part-time)	4	1,400	6	33,600
13. Pedagogical consultant (Part-time)	1	2,000	6	12,000
Total	23			453,000

8.1.2 ASSUMPTIONS FOR CONSTRUCTION COST AND REPORTS

The estimated cost of the initial construction investment is 645,500 including all the necessary reports, the architectural and engineering costs plus the construction company selection.

Table 50 Total Investment Cost

Type of Construction Cost	Cost €
1. Topographic report	3,000
2. Landscape planning report	3,000
3. Environmental assessment report	2,000
4. Construction Company selection	3,500
5. Fencing and entrance	18,000
6. Land formation	6,000
7. Open parking space	20,000
8. Archery ground and accessories	2,000
9. Reception and offices building	24,000
10. Bicycle rental venue	15,000
11. WC	50,000
12. Indoor activities space	70,000
13. Tree house	3,000
14. Cafeteria/Grocery store/Butcher store/Bio-organic shop venue	120,000
15. Children's playground	40,000
16. Actions sports camp	45,000
17. Flexible Concert and Movies area.	65,000
18. Picnic shelters and BBQ area	30,000
19. Mini golf area	52,000
20. Therapeutic exercise area	2,000
21. Outdoor gym	45,000
22. Tennis courts	13,000
23. Benches	14,000
Total	645,500

8.2 ESTIMATING REVENUE

Having set a) the pricing strategy ("Pricing ") based on the product proposition and current market rates and b) the estimated annual visitors per year ("Estimated Annual Visitors") the estimation of the revenues is now possible. Although our intention is to create further revenue streams either from birthday parties, event management business to business facility rentals (outdoor groups, business outings) advertising and sponsorships, revenues given here are solely from admission fees, activity fees and further sales of food or beverages or various other goods (bio-organic, traditional agricultural foods, etc.).

Assuming a constant number of the population of the catchment area (mainly the residents of Thessaloniki Region Unit) and a penetration rate that increases yearly, a five-year estimation of visitors is presented below.

Table 51 Five- year estimation of visitors

Catchment area (Population)	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Year	Y1	Y2	Y3	Y4	Y5
Penetration rate	8%	10%	12%	13%	14%
Visitors	88,000	110,000	132,000	143,000	154,000

8.2.1 Five-year revenues from Admission fees

Assuming a constant admission entrance fee of 2.5€ per person, a five-year revenue forecast is presented:

Table 52 Five-year revenue estimation from admission fees

Entrance Fee 2.5€/person	Y1	Y2	Y3	Y4	Y5
Visitors	88,000	110,000	132,000	143,000	154,000
Revenue €	220,000	275,000	330,000	357,500	385,000

8.2.2 Five-year revenues from paid activities

Assuming a constant price list, a five-year estimation of visitors is presented below.

Table 53 Five-year revenue estimation from activity fees

		Y1		Y2		Y3		Y4		Y5	
Paid activities	**Price list per entertainment paid unit**	Revenue (Adults)	Revenue (Children)	Revenue (Adults)	Revenue (Children)	Revenue (Adults)	Revenue (Children)	Revenue (Adults)	Revenue (Children)	Revenue (Adults)	Revenue (Children)
Archery	3	45,184	40,194	56,480	50,243	67,775	60,291	73,423	65,315	79,071	70,340
Biking	3	45,184	40,194	56,480	50,243	67,775	60,291	73,423	65,315	79,071	70,340
Climbing	3	45,184	40,194	56,480	50,243	67,775	60,291	73,423	65,315	79,071	70,340
Arts and crafts	2.5	32,274	28,710	40,343	35,888	48,411	43,065	52,445	46,654	56,480	50,243
Therapeutic exercise	4	34,426	0	43,032	0	51,638	0	55,942	0	60,245	0
Traditional games	2	0	7,656	0	9,570	0	11,484	0	12,441	0	13,398
Theatrical play	4	0	7,656	0	9,570	0	11,484	0	12,441	0	13,398
Environmental education	2.5	0	9,570	0	11,963	0	14,355	0	15,551	0	16,748
Board games	2,5	10,758	9,570	13,448	11,963	16,137	14,355	17,482	15,551	18,827	16,748
Ping Pong	2	4,303	3,828	5,379	4,785	6,455	5,742	6,993	6,221	7,531	6,699
Tennis	2	4,303	3,828	5,379	4,785	6,455	5,742	6,993	6,221	7,531	6,699
		221,615	**191,400**	277,019	239,250	332,422	287,100	360,124	311,025	387,826	334,950
Total			**413,015**		**516,269**		**619,522**		**671,149**		**722,776**

8.2.3 Five-year revenues from sales of goods

Assuming that from the total visitors per year only 50% of adults and only 20% of children will buy from the five stores of the park, also assuming constant consumption of 9.5€ per adult and 4€ per child, a five-year revenue forecast is presented:

Table 54 Assumptions for sales revenues

	Adults	Children
% of visitors who will buy	**50%**	**20%**
Shop	Average per visit consumption	Average per visit consumption
Café and snack bar	2.5 €	2 €
Visitor Center (Gift & Bio-organic)	3 €	2 €
Groceries store	2 €	
Butcher store	2 €	
Average consumption per visitor	**9.5 €**	**4 €**

Based on the above assumptions, the following revenues from sales of goods are formed per year.

Table 55 Five-year revenue estimation from sales goods and beverages

	Y1		Y2		Y3		Y4		Y5	
	Adults	Children	Adults	Children	Adults	Children	Adults	Children	Adults	Children
Total number of visitors	57,376	30,624	71,720	38,280	86,064	45,936	93,236	49,764	100,408	53,592
Number of visitors who will buy	28,688	6,125	35,860	7,656	43,032	9,187	46,618	9,953	50,204	10,718
Shop	Annual Revenue									
Café and snack bar	71,720	12,250	89,650	15,312	107,580	18,374	116,545	19,906	125,510	21,437
Visitor Center (Gift & Bio-organic)	86,064	12,250	107,580	15,312	129,096	18,374	139,854	19,906	150,612	21,437
Groceries store	57,376	0	71,720	0	86,064	0	93,236	0	100,408	0
Butcher store	57,376	0	71,720	0	86,064	0	93,236	0	100,408	0
	272,536	24,499	340,670	30,624	408,804	36,749	442,871	39,811	476,938	42,874
Total	297,035		371,294		445,553		482,682		519,812	

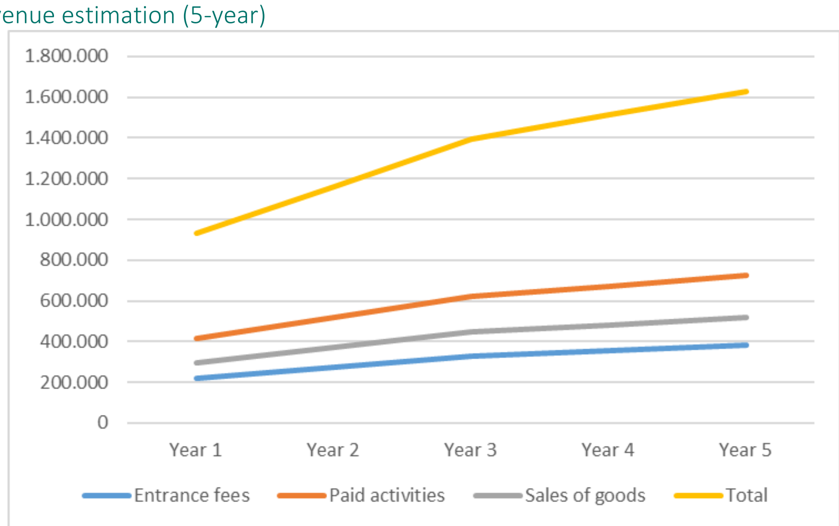
8.2.4 Total 5-year estimation of revenues

Lastly, based on all previous calculations and assumptions a five-year projection of revenues is presented at table 56 and the corresponding graph 40.

Table 56 Total revenue estimation (5-year)

Type of revenue	Y1	Y2	Y3	Y4	Y5
Entrance fees	220,000	275,000	330,000	357,500	385,000
Paid activities	413,015	516,269	619,522	671,149	722,776
Sales of goods	297,035	371,294	445,553	482,682	519,812
Total	**930,050**	**1,162,563**	**1,395,075**	**1,511,331**	**1,627,588**

Graph 40 Revenue estimation (5-year)



EPILOGUE

The creation of a business model for an outdoor recreation park close to the city of Thessaloniki and the outline of the initial steps of the business concept development were determined. Answers to important questions such as: who the target market is, what the offered value is, how customers will be reached, how revenues will be generated and what the cost structure is, have been given.

This report utilized information drawn from a wide secondary and primary market research to highlight an opportunity for the outdoor recreation sector and have given us the evidence to support our idea and to provide justification that benefits for the society do exist and could motivate the participation of residents and visitors from the wide area of Thessaloniki and Central Macedonia Region.

Obviously, strategies to attract investors to fund the business need to be found and developed. Moreover, the business plan should be completed and provide evidence that the business has the correct return on investment and the right financial leverage to ensure sustainability.

Finally, through the international study and analysis of the sector we found that the success of such a project requires the sincere cooperation between the private (management, operations, funding strategies) and the public sector (infrastructures, grand of land and part of maintenance). All parties can obtain benefits with undeniably positive impact on the local community and economy through the promotion of the park as a touristic destination.

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APPENDICES

ANNEX 1. HOUSEHOLD SURVEY 2017

ANNEX 2. HOLISTIC OUTDOOR RECREATION PARK -QUESTIONNAIRE

ANNEX 3. LIST OF PUBLIC PLAYGROUNDS

Annex 4. LIST OF PUBLIC PLAYGROUNDS

ANNEX 5. LEISURE INDUSTRY – LIST OF COMPANIES

ANNEX 6. LEISURE INDUSTRY – PROFILES AND BUSINESS MODELS

ANNEX 7. PARKS AND RECREATIONAL - GOALS AND OBJECTIVES

ANNEX 1. HOUSEHOLD SURVEY 20017–RECREATION AND CULTURE IN GREECE

Table 1.03: Monthly average of purchases and receipts in kind of households classified by total family income per month. Whole Country.

Characteristics of households		All households	Households with total family income per month:							
			up 750 €	751-1100 €	1101-1450 €	1451-1800 €	1801-2200 €	2201-2800 €	2801-3500 €	3501 and over €
All households		**4079548**	**570956**	**720878**	**688907**	**565264**	**457130**	**502315**	**285151**	**288946**
Code	***GOODS AND SERVICES***	***VALUE IN €***								
	TOTAL CONSUMPTION EXPENDITURE	**1761,15**	**876,37**	**1072,49**	**1390,3**	**1662,55**	**1965,93**	**2330,36**	**2797,74**	**3968,25**
	TOTAL PURCHASES	**1414,09**	**653,06**	**838,11**	**1097,67**	**1320,59**	**1578,89**	**1910,15**	**2277,93**	**3316,63**
09	**RECREATION AND CULTURE**	**65,83**	**19,24**	**26,49**	**38,87**	**49,31**	**71,45**	**88,88**	**115,98**	**254,16**
	MONTHLY EXPENDITURE	268.556.645	10.985.193	19.096.058	26.777.815	27.873.168	32.661.939	44.645.757	33.071.813	73.438.515
	ANNUAL EXPENDITURE	3.222.679.738	131.822.321	229.152.699	321.333.781	334.478.014	391.943.262	535.749.086	396.861.756	881.262.184
094	**RECREATIONAL AND CULTURAL SERVICES**	**21,72**	**9,07**	**11,18**	**15,2**	**18,51**	**25,97**	**29,37**	**36,37**	**60,28**
	MONTHLY EXPENDITURE	88.607.783	5.178.571	8.059.416	10.471.386	10.463.037	11.871.666	14.752.992	10.370.942	17.417.665
	ANNUAL EXPENDITURE	1.063.293.391	62.142.851	96.712.992	125.656.637	125.556.440	142.459.993	177.035.899	124.451.302	209.011.979

Data source: ELSTAT 2017, Household Budget Survey (HBS)

Table 1.04: Monthly average of purchases and receipts in kind of household classified by household size Whole country

Characteristics of households		All households	*Households with:*					
			1 member	2 members	3 members	4 members	5 members	6 members and over
All households		**4079548**	**1046795**	**1202712**	**807895**	**715705**	**100352**	**206089**
Code	***GOODS AND SERVICES***	***VALUE IN €***						
	TOTAL CONSUMPTION EXPENDITURE	**1761,15**	**1048,63**	**1587,42**	**2131,4**	**2374,81**	**2527,86**	**2438,38**
	TOTAL PURCHASES	**1414,09**	**771,89**	**1236,78**	**1760,9**	**1995,71**	**2124,12**	**1985,72**
09	**RECREATION AND CULTURE**	**65,83**	**30,16**	**51,48**	**86,87**	**108,63**	**122,02**	**72,3**
	MONTHLY EXPENDITURE	268.556.645	31.571.337	61.915.614	70.181.839	77.747.034	12.244.951	14.900.235
	ANNUAL EXPENDITURE	3.222.679.738	378.856.046	742.987.365	842.182.064	932.964.410	146.939.412	178.802.816
094	**RECREATIONAL AND CULTURAL SERVICES**	**21,72**	**12,33**	**19,18**	**25,79**	**33,18**	**29,78**	**24,47**
	MONTHLY EXPENDITURE	88.607.783	12.906.982	23.068.016	20.835.612	23.747.092	2.988.483	5.042.998
	ANNUAL EXPENDITURE	1.063.293.391	154.883.788	276.816.194	250.027.345	284.965.103	35.861.791	60.515.974

Data source: ELSTAT 2017, Household Budget Survey (HBS)

Table 1.05: Monthly average of purchases and receipts in kind of households classified by the composition of household. Whole country

Characteristics of households		All households	1 person under 65 years	1 person aged 65 and over	Couple with no children	Couple with 1 child up to 16 years	Couple with 2 children up to 16 years	Couple with 3 or more children up to 16	1 parent with 1 or more children up to 16	Couple or 1 parent with children over 16	other categories
All households		**4079548**	**495271**	**550889**	**928697**	**291732**	**335942**	**72082**	**37821**	**817383**	**549731**
Code	***GOODS AND SERVICES***	***VALUE IN €***									
	TOTAL CONSUMPTION EXPENDITURE	1761,15	1168,13	941,44	1642,27	2186,14	2413,97	2809,86	1511,64	2081,87	2096,04
	TOTAL PURCHASES	1414,09	916,86	641,94	1280,7	1852,2	2060,14	2346,62	1154,28	1687,26	1723,34
09	**RECREATION AND CULTURE**	65,83	44,34	17,43	53,89	98,64	119,38	176,36	51,03	77,31	73,18
	MONTHLY EXPENDITURE	268.556.645	21.960.316	9.601.995	50.047.481	28.776.444	40.104.756	12.712.382	1.930.006	63.191.880	40.229.315
	ANNUAL EXPENDITURE	3.222.679.738	263.523.794	115.223.943	600.569.776	345.317.334	481.257.072	152.548.578	23.160.068	758.302.557	482.751.775
094	**RECREATIONAL AND CULTURAL SERVICES**	21,72	19,6	5,8	19,02	28,24	32,09	31,39	17,84	27,07	25,36
	MONTHLY EXPENDITURE	88.607.783	9.707.312	3.195.156	17.663.817	8.238.512	10.780.379	2.262.654	674.727	22.126.558	13.941.178
	ANNUAL EXPENDITURE	1.063.293.391	116.487.739	38.341.874	211.965.803	98.862.140	129.364.545	27.151.848	8.096.720	265.518.694	167.294.138

Data source: ELSTAT 2017, Household Budget Survey (HBS)

Table 1.09: Monthly average of purchases and receipts in kind of households classified by occupation of household head Whole country.

Characteristics of households		All households	Scientist, self-employed, technical assistant of these etc	Administrative, executive or managerial worker	Clerk	Shop and market sales worker	Service worker	Agricultural, Fishery worker etc.	Tecnician or Worker (exc. agriculture) or Transport equipment operator	Not worker or seeking work for first time
All households		**4079548**	**525255**	**66856**	**227563**	**193291**	**295221**	**167306**	**363259**	**2240797**
			0,128753234	**0,01638809**	**0,05578142**	**0,04738049**	**0,07236611**	**0,041010916**	**0,089043933**	**0,549275802**
Code	***GOODS AND SERVICES***	***VALUE IN €***								
09	**RECREATION AND CULTURE**	**65,83**	**135,15**	**299,39**	**83,5**	**83,74**	**50,77**	**72,69**	**64,99**	**40,88**
			2,053015343	**4,547926477**	**1,26841865**	**1,27206441**	**0,77122892**	**1,104207808**	**0,98723986**	**0,620993468**
	MONTHLY EXPENDITURE	268.556.645	70.988.213	20.016.018	19.001.511	16.186.188	14.988.370	12.161.473	23.608.202	91.603.781
	ANNUAL EXPENDITURE	3.222.679.738	851.858.559	240.192.214	228.018.126	194.234.260	179.860.442	145.937.678	283.298.429	1.099.245.376
094	**RECREATIONAL AND CULTURAL SERVICES**	**21,72**	**38,41**	**78,85**	**29,82**	**27,54**	**21,37**	**25**	**22,26**	**14,48**
			1,768416206	**3,630294659**	**1,37292818**	**1,2679558**	**0,98388582**	**1,151012891**	**1,024861878**	**0,666666667**
	MONTHLY EXPENDITURE	88.607.783	20.175.045	5.271.596	6.785.929	5.323.234	6.308.873	4.182.650	8.086.145	32.446.741
	ANNUAL EXPENDITURE	1.063.293.391	242.100.535	63.259.147	81.431.144	63.878.810	75.706.473	50.191.800	97.033.744	389.360.887

Data source: ELSTAT 2017, Household Budget Survey (HBS)

ANNEX 2. HOLISTIC OUTDOOR RECREATION PARK-QUESTIONNAIRE

1. Demographics

1.1 Gender

- ○ Male
- ○ Female

1.2 Age category

- ○ 15-24
- ○ 25-34
- ○ 35-44
- ○ 45-54
- ○ 55+

1.3 Education level

- ○ Gymnasium – High school
- ○ Public and private I.E.K.
- ○ Technological Educational Institute - University
- ○ Post graduate
- ○ PhD

1.4 Monthly household income

- ○ under 500€
- ○ 500-1000€
- ○ 1001-2500€
- ○ 2501-4000€
- ○ + 4000€

1.5 How many are the family members you live together with? (Including yourself)

- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5+

1.6 If there are children in the family, please indicate in which age category they belong.

	under 5 years	6-10	11-15	16-18
1st child	☐	☐	☐	☐
2nd child	☐	☐	☐	☐
3rd child	☐	☐	☐	☐
4th child	☐	☐	☐	☐

1.7 Are you a resident of the wider area of Thessaloniki?

○ Yes

○ No

1.8 If no, what area you are resident?

2. Family trips or with friends

2.1 How important are recreation and entertainment parks for you? (1-5)

○ 1- Not important at all

○ 2- Somewhat important

○ 3- Quite important

○ 4 – Very important

○ 5 – Extremely important

2.2 How often do you choose the following ways of recreation, exercise and entertainment with your family, or with your friends? (Please fill in all rows) Select all that applies.

	Never	**Rarely** (1-2 times a year)	**Occasionally** (2-3 times a month)	**Often** (1-2 times a week)	**Very often** ore than 2 time a week)
2.2.1 Thematic parks such as Water-land, Magic Park.	☐	☐	☐	☐	☐
2.2.2 Excursion to the village or countryside	☐	☐	☐	☐	☐
2.2.3 Bike and play time in the parks and gardens of the new seafront of Thessaloniki	☐	☐	☐	☐	☐
2.2.4 Organized tours in Thessalo-niki	☐	☐	☐	☐	☐
2.2.5 National Parks	☐	☐	☐	☐	☐
2.2.6 Zoo	☐	☐	☐	☐	☐
2.2.7 Groves and municipal parks.	☐	☐	☐	☐	☐
2.2.8 Park side parks (Neighbor-hood)	☐	☐	☐	☐	☐
2.2.9 Playgrounds (paidotopoi)	☐	☐	☐	☐	☐

2.3 When was the last time you made a trip with your family or friends for picnic, playtime, exercise or recreation?

- ○ Last week
- ○ In the past 2-4 weeks
- ○ In the past 1-2 months
- ○ In the past 2-4 months
- ○ Over 6 months
- ○ I don't remember

2.4 What motivates you to take a trip to the countryside and maybe visit a leisure and entertainment park? (Multiple responses allowed) Select all that applies.

- ☐ Contact with nature
- ☐ Contact with animals
- ☐ Exercise and keeping fit
- ☐ Being with family or friends
- ☐ Adventure and entertainment
- ☐ Escape from the crowds and stress of the city
- ☐ Walk with the pet
- ☐ Other:

2.5 Do you think there are enough parks and green areas in the wider area of Thessaloniki?

- ☐ Yes
- ☐ No
- ☐ I don't know

2.6 Please rate the importance of the following reasons that might discourage you from visiting recreation and leisure parks in the Thessaloniki region. (Please fill in all the rows)

	Not important at all	Somewhat important	Quite important	Very important	Extremely important
2.6.1 Lack of equipment	☐	☐	☐	☐	☐
2.6.2 Poorly maintained facilities, poor cleaning and space care	☐	☐	☐	☐	☐
2.6.3 Insufficient security	☐	☐	☐	☐	☐
2.6.4 High prices	☐	☐	☐	☐	☐
2.6.5 Insufficient service by staff	☐	☐	☐	☐	☐
2.6.6 Lack of trees and shade	☐	☐	☐	☐	☐
2.6.7 Lack of quality activity programs	☐	☐	☐	☐	☐
2.6.8 Inconvenient operating hours	☐	☐	☐	☐	☐

2.7 Please rate to what extent the following reasons discourage you from visiting recreation and leisure parks of the Thessaloniki area. (Please fill in all rows)

	Not at all	A little	Moderately	Much	Very much
2.7.1 Lack of time	☐	☐	☐	☐	☐
2.7.2 Lack of a means of transport	☐	☐	☐	☐	☐
2.7.3 Financial reasons	☐	☐	☐	☐	☐
2.7.4 Aesthetic quality reasons	☐	☐	☐	☐	☐
2.7.5 Hustle and bustle	☐	☐	☐	☐	☐
2.7.6 Long distance from home	☐	☐	☐	☐	☐
2.7.7 Previous negative experience	☐	☐	☐	☐	☐
2.7.8 Insufficient coverage of total interest (family or group of friends)	☐	☐	☐	☐	☐

3. New recreation park

3.1 How often would you like to visit such a park?

○ Less than once a year
○ Once a year
○ 2-5 times a year
○ 5+ times a year

3.2 When would you like to visit such a park? (Multiple responses allowed) Select all that applies.

☐ Spring
☐ Summer
☐ Autumn
☐ Anytime

3.3 Which days of the week would you prefer to visit such a park? (Multiple responses allowed) Select all that applies.

☐ During the week when I am on leave
☐ Saturday
☐ Sunday
☐ During school holidays
☐ On public holidays

3.4 Please rate the importance of the following in an outdoor recreational and leisure park. (Please fill in all rows) Select all that applies.

	Not important at all	Somewhat important	Quite important	Very important	Extremely important
3.4.1 Walking distance	☐	☐	☐	☐	☐
3.4.2 Price level	☐	☐	☐	☐	☐
3.4.3 Extended hours of operation	☐	☐	☐	☐	☐
3.4.4 Protection and enhancement of the natural environment	☐	☐	☐	☐	☐
3.4.5 Cleaning and maintenance of facilities and equipment	☐	☐	☐	☐	☐
3.4.6 Spaciousness and comfort	☐	☐	☐	☐	☐
3.4.7 Parking space	☐	☐	☐	☐	☐
3.4.8 Safety and lighting	☐	☐	☐	☐	☐
3.4.9 Landscaping (Gardens, Flowers, Trees)	☐	☐	☐	☐	☐
3.4.10 Possibility to obtain a visitor card or family card for discount on services and products	☐	☐	☐	☐	☐

3.5 What are your expectations from an outdoor leisure park? Please rate the importance of the following (Please fill in all the rows). Select everything that applies.

	Not important at all	Somewhat important	Quite important	Very important	Extremely important
3.5.1 Outdoor adventure activities - variety and quality of activities	☐	☐	☐	☐	☐
3.5.2 Outdoor Educational Activities (Educational Value)	☐	☐	☐	☐	☐
3.5.3 Existence of shops (kiosks) to buy souvenirs or traditional local food products (pasta, pies, jams), or agricultural organic products (fruits and seasonal vegetables, herbs, teas), or processed products (olive oil, wine)	☐	☐	☐	☐	☐
3.5.4 Conditions of relaxation and relaxation	☐	☐	☐	☐	☐
3.5.5 Quality time with my family or friends	☐	☐	☐	☐	☐
3.5.6 Possibility to prepare and enjoy an authentic picnic and barbecue	☐	☐	☐	☐	☐
3.5.7 Possibility to buy the necessary food for the preparation of the barbecue and picnic	☐	☐	☐	☐	☐
3.5.8 Family and friendly atmosphere	☐	☐	☐	☐	☐
3.5.9 Possibility to rent space for hosting a birthday party, reunion party etc.	☐	☐	☐	☐	☐
3.5.10 Regular themed events (e.g. taste and balanced diet meetings, calligraphy, ancient Greek games, first aid seminar, etc.)	☐	☐	☐	☐	☐

Sport activities for children and teenagers

3.6 Which of the following sports activities would you like? (Choose up to 3 answers)

- ☐ Archery
- ☐ Bicycle
- ☐ Skate
- ☐ Climbing
- ☐ Table tennis
- ☐ Mini golf
- ☐ Tennis
- ☐ Other

3.7 Which of the following recreational and leisure activities would you like? (Choose up to 3 answers)

- ☐ Puppet theater
- ☐ Board games
- ☐ Karaoke
- ☐ Movies in the countryside
- ☐ Favorite traditional games ("musical chairs", "statues", "apples", "lace" etc.)
- ☐ Group action and adventure games (such as hunting treasure, lost things, thieves and police officers, forest play, the Labyrinth): with animateurs
- ☐ Various games (words, rhythm, dance, senses, script, sketches, etc.)
- ☐ Other:

Education and creative work activities for children and teenagers

3.8 Which of the following education and creative activities would you like to see in a park like this? (Choose up to 3 answers)

- ☐ Photography lessons
- ☐ Theatrical play
- ☐ Art and craft workshops (ceramics, paper constructions, wood carving, painting, etc.)
- ☐ Sketch lessons
- ☐ Chess
- ☐ Cooking lessons
- ☐ Environmental education: (plant life cycle, insect observation, bird observation, liquid and solid waste management / water cycle)
- ☐ Other:

Sport and recreational activities for adults

3.9 Which of the following exercise activities would you like to see in a park like this? (Choose up to 3 answers)

- ☐ Bicycle
- ☐ Outdoor gym
- ☐ Dance lessons
- ☐ Therapeutic exercise (Yoga, Tai Chi)
- ☐ Gardening
- ☐ Other:

3.10 Which of the following recreational and entertainment activities would you like to see in a park like this? (Choose up to 3 answers)

- ☐ Board games
- ☐ Ceramic workshop
- ☐ Movie nights
- ☐ Soap making courses
- ☐ BBQ for friends and family (all amenities will be provided)
- ☐ Other:

3.11 What distance would you be willing to travel to find yourself in a park like this?

- ○ Less than 20 km
- ○ From 20 to 30 km
- ○ More From 30 to 50 km
- ○ than 50 km

3.12 How much would you be willing to spend (per person) to find yourself in a park like this?

- ○ Up to 10€
- ○ 11 -15€
- ○ 16 - 20€
- ○ 21-25€

4. Communication

4.1 Which of the following ways of communication would it be more effective to reach you, to let you know about the new recreation and leisure park? Select everything that applies.

- ☐ Social media (Facebook, Twitter, Instagram)
- ☐ YouTube
- ☐ Radio spots
- ☐ Local TV channels
- ☐ Brochure via e-mail
- ☐ Flyers in the center of Thessaloniki
- ☐ Advertisements on relevant websites
- ☐ In magazines (tourism or educational)
- ☐ Other

ANNEX 3. LIST OF PUBLIC PLAYGROUNDS

id	code	name	Municipal Community
1	A1	Ancient Forum square	A΄ Municipal Community
2	A3	Navarinou square	
3	A6	Herakleiotis park	
4	A7	Kathigiti Vizoukidou Perikli park/Raidestou	
5	B1	Vitsi, Halkidos and Kardillias streets	B΄Municipal Community
6	B3	Baloglou – Papathanasiou street	
7	B4	Galopoulou square	
8	B5	Agion Panton-Koloniari	
9	B6	Lagada-Katsani	
10	B10	Saint Nestoros-Saint Dimitrios-Lagada	
11	B11	Meropi-Erato-Kap.Agra	
12	B12	Pigeon square	
13	Γ1	Terpsitheas square	C΄ Municipal Community
14	Γ3	Polydorou	
15	Γ4	Eptapirgiou - Giallourou - Ippatrou (Agion Anargiron)	
16	Γ5	Tzaxila - Konstantopoulou	
17	Δ2	Agiou Dimitriou - Katsimidou	D΄ Municipal Community
18	Δ3	Androu - Sidirokastrou - Alonnisou	
19	Δ7	Agias Marinas - Iridos - Isidorou	
20	Δ8	Viadnrou - Andrioti - Poliklitou	
21	Δ9	Tirolois - Tideos - Diagora	
22	Δ11	Tsiapanou - Goura - Govatziadaki	
23	Δ13	Tsiapanou - Tsami - Mandilara	
24	Δ14	Tseliou - Xoniati - Epidaurou	
25	Δ16	Amfipoleos - Dimitsanis - Dorileou	
26	Δ17	Vosporou - Amfipoleos - Amfissas	
27	Δ18	Kallipoleos - Kaisareias - Vosporou	
28	Δ21	An. Thrakis - Tenedou	
29	E1	Paraskeuopoulou - Michailidi - M. Alexandrou	E΄ Municipal Community
30	E 2	Orestou & Delfon	
31	E 3	Mantinias - Mitropoulou - Gamvetta	
32	E 4	Mitropoulou - Dousmani - Tombazi	
33	E 5	M .Mpotsari - Morfeos - Tombazi	
34	E 6	Xeimarras - Kanari - M. Mpotsari	
35	E10	Kaoudi square (Makedonias - Karakasi)	
36	E11	Poseidonio - Logothetou	
37	E13	Marasli & Faidras	
38	E14	Plastira - Misirli	
39	E15	Kritis square - M. Patrikiou	
40	E16	Dimitrakopoulou - Xeronias	
41	E17	Xatzidaki - Merkouriou	
42	E18	Agiou Eleutheriou	
43	E20	Alkminis - D. Papadopoulou - Tzavella	
44	E24	Igelohou - Amfoterou (Agia Kiriaki)	
45	E28	Music Garden - waterfront	
46	E29	Roses garden - waterfront	
47	E30	Sand garden - waterfront	
48	E31	Foka park	
49	ΣΤ1	Genandiou	Municipal Community of Triandria
50	ΣΤ2	Gimnastiriou - Trikoupi - Ortansias	
51	ΣΤ3	Miaouli - Ath. Diakou - Ag. Spiridon	
52	ΣΤ5	Eleutherias - Glinou	

ANNEX 4. LIST OF PRIVATE PLAYGROUNDS IN THESSALONIKI

id	Name	Category	Address
1	FAMILY SPORTS CLUB	Outdoors Playground - Sports Café	Tositsa 18, inside DELASALLE college, Retziki 57010
2	LEGEND TOYS	Indoors Playground	Th. Sofouli 36 - 54655
3	LOLLIPOP	Indoors Playground	Delfon 199 - Ntepo 54655
4	MOZI	Indoors Playground	25th Μαρτίου 58 - 54248
5	PITSIRIKIA	Indoors Playground, Party, events	Vafopoulou 28 - Ntepo 54646
6	PLAY TOGETHER	Indoors Playground	Vosporou 102 - Toumpa 54454
7	PLAYCORNER.GR - PLAYMOBILE	Indoors Playground, Playmobile - Lego	Spartis 2 - 54640
8	POM POM	Indoors Playground	Kanari 45 - 54453
9	TOYS HOUSE	Indoors Playground	Diogenous 19 - Toumpa 54453
10	KARAMELOSPITO	Party, events, creative workshops.	Karaoli & Dimitriou 32 - Thermi 57001
11	KOKOLIMBO	Indoors Playground	P. Sindika 2 - 54645
12	MAGEMENOS VYTHOS	Party, events, creative workshops.	Voulgari & Glinou 32 - 54249
13	ΜΑΓΙΚΟ ΚΑΣΤΡΟ - MAGIKO KASTRO	Indoors Playground	N. Plastira 39 - 54250
14	ΜΙΑ ΑΓΚΑΛΙΑ ΔΥΟ ΦΙΛΙΑ - 1 AGGALIA2FILIA	Indoors Playground	Gr. Palama 7 - 54622,
15	PAIDOPOLIS	Indoors Playground	Tsimiski 43, Inside the Mall - 54623
16	ΠΑΙΧΝΙΔΙΑΡΙΚΟ ΤΖΙΝΙ - TOTZINI	Indoors Playground	Doiranis 38 - 54638
17	ΤΟ ΡΟΔΙ - PAIDOTOPOS TO RODI	Party, events, creative workshops.	Tsimiski 80 - 54622

ANNEX 5. LEISURE INDUSTRY – LIST OF COMPANIES

ID	Company name	City	Url	Products & Services	Industry	Founding	Employees	Revenues (€) 2016	Revenues (€) 2015	Capital (€)	Net profit/Loss (€) 2016	Net profit/Loss (€) 2015
1	ADVENTURE PARK A.E.	Athens	www.adventure-park.gr	Amusement park	Leisure	2004	15	338.551 €		50.000 €	15.368 €	
2	ARTENDS ΘΕΑΜΑΤΑ	Athens		Amusement park	Leisure	2016				100 €		
3	DIVE AND FUN I.K.E.	Alexandroupolis		Water park	Leisure	2018				15.000 €		
4	DIVING MARINE ΑΝΔΡΕΑΣ	Attica	www.divingmarine.com	Hotels & water park	Tourism	1985	3					
5	KK PRODUCTIONS	Kastoria		Amusement park	Leisure	2014	16			24.000 €		
6	LIDO A.E.	Kos	www.lidowaterpark.com	Water park	Leisure	1999	34	1.405.306 €		645.700 €	-523.454 €	
7	ORANGELAND SPARTA A.E.	Athens	www.orangeland-europe.com	Amusement park	Leisure	2016				24.000 €		
8	THEODOROU, M., - Π. ΜΑΚΡΙΔΗΣ &	Crete	www.labyrinthpark.gr	Amusement park	Leisure	2004	9					
9	TRIPLN I.K.E.	Athens	www.tripin.gr		Tourism	2015		9.800 €		10.000 €	-6.118 €	-182 €
10	ΑΘΛΗΤΙΚΕΣ ΑΝΑΖΗΤΗΣΕΙΣ "MINI FOOTBALL	Athens	www.paradisepark.gr	Amusement park	Leisure	2000	18	441.459 €	383.342 €	75.000 €	10.741 €	16.699 €
11	ΒΡΑΣΙΔΑΣ, ΔΑΚΗΣ, & ΣΙΑ	Patras	www.ippocamilos.gr	Amusement park	Leisure	2007				122.000 €		
12	ΔΕΣΤΟΥΝΗ, Ε., - Μ. ΜΠΑΚΙΡΤΖΗ ΕΠΙΧΕΙΡΗΣΕΙΣ ΛΟΥΝΑ ΠΑΡΚ & ΤΟΥΡΙΣΜΟΥ	Thessaloniki	www.magicpark.gr	Amusement park	Leisure	1999	23	522.998 €	679.416 €	3.075.000 €	-399.127 €	-517.361 €
13	ΕΛΛΗΝΙΚΑ ΨΥΧΑΓΩΓΙΚΑ ΠΑΡΚΑ Α.Ε.	Attica	www.allou.gr	Amusement park	Leisure	2001	215	4.642.578 €	5.156.294 €	9.649.380 €	-3.880.862 €	-1.184.691 €
14	ΚΕΣΤΕΚΙΔΗΣ, Χ., - Ε.	Orestiada	www.hotelelectra.gr	Water park	Tourism	1982	33					
15	ΚΟΡΦΟΥ ΓΟΥΩΤΕΡΠΑΡΚ	Corfu	www.aqualand-corfu.com	Water park	Leisure	1995	41	2.081.470 €	1.915.768 €	2.197.385 €	151.150 €	63.097 €
16	ΚΟΥΤΗΣ ΙΣΙΔΩΡΟΣ - ΜΑΝΩΛΑΚΗ-ΚΟΚΚΙΝΑΚΗ	Chios		Water park	Leisure	2005						
17	ΚΡΗΤΙΚΑ	Crete	www.watercity.gr	Water park	Leisure	2005	12	4.301.243 €	3.699.675 €	1.669.080 €	129.505 €	49.193 €
18	ΛΕΚΚΑΣ ΑΝΔΡΕΑΣ	Avlona	www.miaforakienankairo.com	Amusement park	Leisure	2001						
19	ΛΟΥΝΑ ΠΑΡΚ ΤΑ ΑΗΔΟΝΑΚΙΑ	Athens	www.aidonakia.gr	Amusement park	Leisure	1996	180	2.474.370 €	2.418.452 €	7.932.905 €	-457.479 €	-967.594 €
20	ΜΑΘΙΟΥΣ, Γ., & ΣΙΑ Ε.Ε. "NEW WORLD	Crete		Amusement park	Leisure	2007						
21	ΜΑΡΑΚΗΣ, ΧΡΗΣΤΟΣ, & ΣΙΑ Ε.Ε.	Attica	www.eventeam.gr	Water park	Leisure	2007	27					
22	ΜΕ.Τ.Ε. Α.Ε.	Chania	www.limnoupolis.gr	Water park	Leisure	1995	22	664.286 €		1.712.264 €	-12.652 €	
23	ΜΙΧΑΗΛΙΔΗΣ, ΒΑΣΙΛΕΙΟΣ, & ΣΙΑ Ε.Ε. "ΠΑΡΚΟ ΔΕΙΝΟΣΑΥΡΩΝ"	Thessaloniki	www.parkodeinosauron.gr	Amusement park	Leisure	2002						
24	ΜΠΑΖΩΝΗ, ΔΗΜΗΤΡΑ &	Agrinio	www.pithari-agrinio.gr	Water park	Restaurants and leisure	2002						
25	ΜΠΛΟΥΤΟΠΙΑ ΘΑΛΑΣΣΙΟ ΠΑΡΚΟ Ι.Κ.Ε.	Rodos	www.blunatura.gr	Water park	Leisure	2015				10.000 €		
26	ΝΕΡΟΥΠΟΛΗ	Thessaloniki	www.waterland.gr	Water park	Leisure	1992	50	1.212.821 €	1.003.837 €	1.861.024 €	112.928 €	-170.189 €
27	ΠΑΝΑΓΙΩΤΟΠΟΥΛΟΥ, ΜΑΡΙΑ, & ΣΙΑ Ε.Ε.	Aigio		Amusement park	Leisure	2007						
28	ΠΑΠΑΠΑΔΗΜΗΤΡΙΟΥ, Ν., & ΣΙΑ	Attica		Water park	Tourism	2014				10.000 €		
29	ΠΑΠΑΠΑΝΑΓΙΩΤΟΥ, ΙΓΝΑΤΙΟΣ, & ΣΙΑ Ε.Ε.	Thessaloniki	northpark.gr	Amusement park	Tourism	2011						
30	ΠΑΡΑΠΟΤΑΜΙΟ ΠΑΡΚΟ Ο.Ε.	Arta		Amusement park	Restaurants and leisure	2014						
31	ΠΑΡΚΟ ΝΕΡΟΥ ΙΣΘΜΟΥ ΚΟΡΙΝΘΟΥ Α.Ε.	Korinthos	www.waterfun.gr	Water park	Leisure	1997	20	482.953 €	389.315 €	210.000 €	82.717 €	79.945 €
32	ΠΕΡΙΒΟΛΙ ΣΤΗ ΒΑΡΗ, ΤΟ, Α.Ε.	Athens	www.perivolivari.gr	amusement park	Leisure	2012	3	89.190 €	61.252 €	376.800 €	-97.391 €	-185.973 €
33	ΣΑΠΟΥΝΑΚΗΣ, ΠΑΝΤ., "ΘΑΛΑΣΣΙΝΟ	Crete	www.starbeach.gr	Water park	Tourism	1993	284	37.633.650 €	31.964.593 €	15.985.180 €	9.592.133 €	6.626.347 €
34	ΣΒΑΙΕΡ, Α., - Ν. ΒΑΣΙΛΕΙΟΥ Ο.Ε. "PLAY HALL"	Ioannina	www.play-hall.gr	Amusement park	Restaurants and leisure	2012	72					
35	ΤΣΙΣΜΕΝΑΚΗ, Ν., ΥΙΟΙ, Α.Ε.	Crete	www.goldenfunpark.gr	Amusement park	Leisure	2007	22			1.980.000 €		
36	ΥΔΑΤΙΝΟ ΧΩΡΙΟ	Zakynthos	www.zantewatervillage.gr	Water park	Leisure	2003	8	317.269 €	337.889 €	1.140.000 €	53.332 €	62.007 €
37	ΦΙΛΟΘΕΗ Α.Ε.	Crete	www.dinosauriapark.com	Amusement park	Leisure	2012	3			303.000 €		
38	ΨΕΥΔΟΥ, Δ., - Σ. ΧΑΤΖΗΑΡΓΥΡΙΟ	Rodos		amusement park	Leisure	2012						
								56.617.944 €	**48.009.833 €**			

Data source: ICAP

ANNEX 6. LEISURE INDUSTRY – PROFILES AND BUSINESS MODELS

Company	Business Model
1. Adventure Park is a recreational area in the forest with organized outdoors activities for everyone, starting from the age of 3 years old and up. This park offers leisure activities in nature, environmental education and action. Its location is an advantage since the capita is very close to its facilities and it is open throughout all year around, unless it snows or rains.	In the Park there are bracelets with coupons up to 25€. Visitors are invited to bring their own food from home. By showing the mobile application at the entrance of the Park, customers gain a 10% discount for flying routes bracelets or free game on operation tarantula. Prices vary from 20€ to the gold bracelet for unlimited activities which is up to 45€ for a single day visit. https://www.adventure-park.gr
2. Dinosauria Park is a prehistoric family adventure theme park located in the island of Crete, where a museum and a 5D-cinema offer an educational exhibit that takes the visitor in the heart of prehistoric by using educational games and interactive plays (from the age of 4 years old and up).	Tickets from 8-10 € and it opens in April. A family membership card offers 50% discount on tickets and on specific items from the shop. Extra revenue is generated from birthday parties. http://www.dinosauriapark.com
3. Water Village is a well-designed water park with spray games and water games for the whole family, located in Zakynthos island. It is open from May till the beginning of October. The facilities include a photo and souvenir shop, a gelateria and a snack bar, a restaurant, a go kart and a mini golf.	Tickets vary from 10 to 20€. Online discount coupon offers 10% discount and a Pass for 1 Week costs 30€ for adults and 20€ for children. Also, summer pass costs *50€* for adults and 30€ for children. Restaurant, Gelateria, Pool and Snack Bar etc. are extra sources of revenue. http://www.zantewatervillage.gr
4. The Golden Fun Park is an entertainment fun park, 5 minutes distance from the center of Chania, Crete offering a multiple of pastime and recreational facilities, such as 8 classic bowling lanes, an 18-hole miniature golf course, indoor and outdoor children's playground and a full snack bar facility.	Revenue comes from bowling area, snack bar, birthday parties, billiards and video games. Also, special price offers for schools and all kinds of groups. http://www.goldenfunpark.gr
5. Play Hall is a very big theme park that combines indoor and outdoor fun time for children and adults, in Ioannina. In its facilities there are billiards, video games, a playground, 14 lanes bowling, a cafe and a snack bar.	The basic source of revenue comes from the core business of the company that is bowling. The cost is €7 per person per game. Additional revenues are generated from the sales of snacks and food and from birthday parties.Extra activities include billiards and arcade games. http://www.play-hall.gr
6. Star Beach is one of the first and famous seaside fun parks in Europe. It is in Hersonissos, in an area of 4 acres, 30 minutes East of Heraklion Airport in Crete.	The company's revenues are created by activities in the park, food and beverage sales in the bar restaurants, the Spa center, ticket fees for musical, organized themed parties and various events during summer with famous DJ's. It is open from April till October. https://www.starbeach.gr
7. "To Perivoli sti Vari" is an agrotourism theme park, 20 minutes from the center of Athens that offers activities to the children to come closer with nature.	Ages start from pre-school. The cost of the workshops ranges from 5€ - 10€ per person and include themes like little gardeners, mommy & me, walk in perivoli,

Eco-friendly facilities and activities are offered in total compatibility with nature. In its facilities one can watch how disposable garbage can be reduced to 95%, to observe at the frogs in the little lake, to create a little "perivoli" (garden) and learn the basics in recycling.	Christmas wooden trees, etc. Special packages for different ages offer a variety of courses. Finally, a restaurant facility offers *Farm to Fork* experience. http://www.perivolivari.gr/
8. Waterfun Park is one of the oldest water parks in Greece and its new location is outside Athens.	In its facilities there are plenty outdoor activities such as water pools, and a big variety of water slides. Also, there is a bar-restaurant and a mini-market. Organized visits from schools and parties also take place. The ticket costs 10-15€ while, special package for group reservations offer discount on the entry ticket, food and activities. http://www.waterfun.gr
9**.** NorthPark Indoor SkatePark is the first indoor theme park in Greece. Activities such as skateboarding, rollerblading, scooters and BMX cycling take place in an area 5.000 square acres outside Thessaloniki.	Entrance fee of 5€. Card pass for 10 visits costs 35€. Rental equipment for 3 hours: 5€ for each activity. A monthly card for academies costs 30€. http://www.northpark.gr
10. Waterland is a famous water park in Greece and one of the largest waterparks in Europe.	Basically, income comes from the entrance fee. The park is open from June to September. https://www.waterland.gr
11. Dinosaurs Park is an indoor and outdoor park not only about dinosaurs outside Thessaloniki. In this park there are: an environmental dinosaurs park Dinosaurs exhibition.	It is open all year around and prices vary according to the theme of interest and the chosen activity. A selection of educational themes for schools for all the classes of the educational system and daily school excursions can take place. The entrance fee is 4,5€ for each exhibition. Additional revenue come from the bar, café and taverna. http://www.dinosauriapark.com
12.Aqua creta limnoupolis, is a water park in Varipetro, Chania and offers 11 jugs for all ages, multi giant slides, black hole, free fall, crazy fall, triple twist is among the extreme activities one can enjoy.	Revenue is generated by the offered activities, parties & events while there is the possibility for online booking. https://www.limnoupolis.gr
13. Miaforakienankairo is located outside Athens, in Avlona. In this park, children have the chance to travel in time and get into another old era, learn the bread-circle of old times, walk around a replica of a traditional stone village and have fun with animals.	Prices vary according to the tailor-made packages of activities. Besides the fact that this park is located hundreds of miles away from Thessaloniki however conceptually it is a park that we consider as competition. http://www.miaforakienankairo.com
14. Aidonakia Luna Park is one of the oldest amusement theme parks and playgrounds in Greece with 5 different establishments in Athens.	Revenue comes from parties, events, food & drinks and entrance ticket. http://www.aidonakia.gr
15. Watercity Themed Water Park, a member of the World Waterpark Association. It is located close to Heraklion, Crete. The park offers facilities such as: souvenir store, a beauty studio, a boutique, first aid station, grill and cocktail bar, gelateria etc.	15% discount on online booking. Great amount of revenue come from the several facilities in this establishment. This park is open from May to September. https://aqualand-corfu.com

16. Aqualand, Corfu Theme Waterpark is one of the first water adventurous waterparks in Greece. Its manufacture was designed by the same construction companies that built Universal Studios and Disney parks! Aqualand operates from May till October.	Groups of 8 person and more get a 10% discount, a weekly card entrance costs 60€ for children & 80€ for adults, a 2-day card entrance costs 30€ for children & 40€ for adults, seasonal card entrance costs 30€ for children & 50€ for adults. Extra revenue is created by the various facilities. https://aqualand-corfu.com
17. Allou! Fun Park – is a popular amusement park in Greece, located in Attica area. Besides the enormous number of different rides and games the park offers a number shop in shop businesses.	It operates throughout the year and offers an online daily pass and prices vary from 12-49€. We assume that part of the revenue comes from both the rental sites of the various companies (shop in shop) operating in the park and from commissions on their sales. https://www.allou.gr
18. Magic Park is a famous amusement Park located outside Thessaloniki. A miniature of Allou! Fun Park is offering a great number of rides and arcades.	This park is open from May till end of September, and around Christmas holidays. Ticket's price varies from 6-12€ Within the establishment there are five restaurants which are owned by the park. https://www.magicpark.gr
19. Ippocamilos is an outdoor park, located in Sageika, Patra. In its establishment there are: a Horse riding club, a zoo, playground, restaurant and snack bar, giftshop, 2 swimming pools and a jacuzzi. The Achaean horse-riding club organizes events, seminars and training programs, throughout the year and the visitor can observe about 80 species of birds and animals in the zoo.	Ippocamilos is open during weekends and holidays. We have not been able to find any other information regarding the cost of tickets or other charges. http://www.ippocamilos.gr
20. Paradise park is in Attica area and provides amusement and fun activities, sports, excursions, and experiential courses. Themed birthday parties for all ages, social events, business gatherings are planned throughout the season while a Christmas experience takes place from 7th of December till 7th of January.	Weekly cost 120€. https://www.paradisepark.gr
21. Orangeland Sparta is in Sparti, Peloponnese and started operating last spring of 2018. It is part of an international educational innovative theme park project that combines education and entertainment. It is an industrial training program in modern facilities, combined with entertainment options and it offers the opportunity to get into the world of orange and its life-circle. Besides the Orange Factory there are also: a tennis & golf court, mini-soccer, volley & basketball court, a gallery and an outdoors theater, walks around nature, animal shelters and lakes.	The philosophy of this park is inextricably linked to our basic concept idea of experiential learning through entertainment and recreation. It is also noteworthy that this space is currently freely accessible without entry ticket. According to our planning, most of the above activities will be part of our own park design and development. Conceptually this is a park that we consider as competition. http://www.orangeland-europe.com
22. Ktima Likno in Lefkohori, 20 minutes' drive from Thessaloniki. It is an indoor and outdoor adventure	The park basically generates income from the restaurant and other events such as birthday parties and

park spread in 70 acres surrounded by cliffs and a green valley. In the establishment one can find: a church, a restaurant in a two-level stone-build structure with a strong combination of wood, a swimming pool and a cafe. The property has a Basketball court, a football field, a swimming and game pool, shooting, archery facilities, hiking, horse riding courses etc.	school excursions. Due to the proximity of this park to our park, we consider that Ktima Likno is a direct competitor as conceptually and in relation to the population we are addressing there is a significant match. https://www.ktimalikno.gr
23. Terra familia is in Pylaia, Thessaloniki, and it is a creative multilevel space. The philosophy of this park is based on the creation of an urban destination for the whole family, where children can enjoy themselves while being creative as well whereas adults take a break from the intense rhythms of everyday life and relax.	Flexible charge of fee according to the workshop or activity. While this company is not a recreational park but a modern playground, however we consider that it is a competitor as it targets the age category 7-12 of the population of children and their parents in the region of Thessaloniki. http://terrafamilia.gr
24. Labyrinth is an amusement family theme park located in Crete and is inspired by the Minoan culture of Crete. In this park, there are plenty of activities for all the ages, such as: The Labyrinth, the Cretan labyrinth, mini-golf, WRC, horse riding, mini-farm, eco-garden, pottery workshop, archery etc.	Admission to the Park which includes entrance into Labyrinth starts from 6€ up to 10€. Extra cost of 3€ for Mini Golf, Quad bikes, Horse rides, Pottery, Archery and for the Escape room the cost is 25€. In the establishment there are also a coffee store and a souvenir shop. http://www.labyrinthpark.gr/gr